

Austria	Stg. 15	Indonesia	Rp 2,200	Portugal	Esc 80
Bahrain	Dir. 650	Iraq	L 1,200	S. Africa	Rs 80
Belgium	Fr. 28	Japan	Vts 500	Singapore	Rs 4.10
Canada	C\$2.00	Jordan	Fr. 500	Spain	Rs 110
Cyprus	£20.68	Kuwait	Fr. 500	St. Lucia	Rs 30
Denmark	kr. 100	Liberia	Fr. 100	Sri Lanka	Rs 5.50
Egypt	£51.59	Malta	Fr. 150	Sudan	Sh 2.25
Finland	Fr. 2.00	Morocco	Fr. 150	Switzerland	Sh 1.50
France	Fr. 8.00	Mozambique	Fr. 300	Taiwan	Nt \$205
Greece	Dr. 2.20	Morocco	Fr. 600	Tunisia	Dr. 600
Hong Kong	Hk \$5.12	Netherlands	Hk \$2.50	Turkey	L 1,200
Iceland	Fr. 8.00	Norway	Hk \$6.00	D.L.	Rs 0.50
India	Rs. 15	Philippines	Ps. 200	U.S.A.	\$1.50

FINANCIAL TIMES

EUROPE'S BUSINESS NEWSPAPER

No. 29,523

Monday January 14 1985

D 8523 B

World stock markets
scale new
peaks, Page 10

World news

Business summary

Israel debates Lebanon pull-out

KLM flies new perpetual bond

The Israeli Cabinet is today expected to conclude the debate on proposals for a staged withdrawal of its troops from southern Lebanon.

The debate was presented yesterday by Mr Yitzhak Rabin, the Defence Minister, and senior army officers.

If approved, the withdrawal will begin with a pull-back from Sidon and conclude in the third and final stage with a withdrawal to behind the Israel-Lebanon border. Page 2

France sends troops

France sent 1,000 paramilitary gendarmes, anti-riot police and soldiers to the Pacific territory of New Caledonia, which is in a state of emergency after more violence. Page 2

Libyan shot

Libyan diplomat Farag Omar Mkhayim was shot dead near his Rome flat after firing back at his assailant. Last January, the Libyan ambassador to Rome died in a similar attack. Page 2

Missile fire inquiry

The West German parliament's defence committee will question Herr Manfred Wörner, the Defence Minister, about the fire in a U.S. Pershing-2 missile, which killed three U.S. soldiers.

Argentina rebuilds

Argentina's armed forces have replaced losses caused by the Falklands conflict and built up the capacity to wage a war of attrition against the British on the Falkland Islands, according to an English university report. Page 2

Kennedy ends tour

Mr Senator Edward Kennedy ended his South African tour without having a planned speech in a Soweto church because of security risks. Later, in Zambia, he was to meet banned black leaders. Page 2

Nuclear decision

Dutch Cabinet has agreed that the Netherlands' needs at least two more nuclear power plants by the year 2000. Page 2

Submarine repairs

China has launched a repair ship for submarines with seven work shops on board and facilities for submersibles to rest at sea.

Kenya bank return

Kenya's Barclays Bank reinstated 2,300 workers dismissed on Friday for defying an order to return to work. They were protesting against moves to limit fringe benefits, including low-interest loans.

Pakistan poll plan

Pakistan Leader General Zia-ul-Haq ordered elections for next month but barred parties from the poll and said the future parliament must abide by his Islamisation campaign. Page 2

Fugitive back in HK

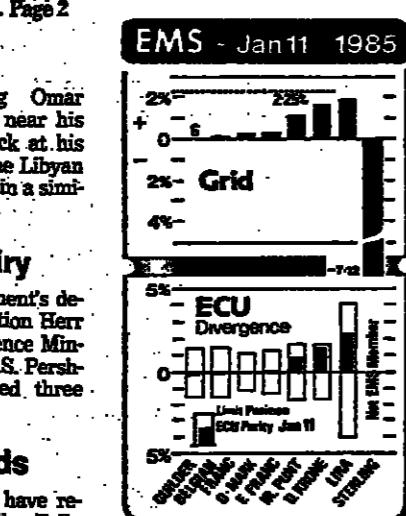
Fugitive businessman Mr Amos Dwee returned to Hong Kong after his arrest in Britain last month to serve a five-year jail sentence for fraud, ending a two-year international manhunt.

Dallas air fare cut

UK tour group Jetstar is running four February four-day air returns from England to Dallas in co-operation with British Caledonian Airlines for £270, about £200 less than the next cheapest fare.

Mall-order brides

The Spanish Pyrenean village of Plan will hold a springtime fiesta to welcome hundreds of women who answered a newspaper advertisement for wives placed by the town's unmarried men.



UK prepared to let rates rise in defence of pound

BY PHILIP STEPHENS AND PETER RIDDELL IN LONDON

THE British Government is extremely concerned about the recent slide in sterling on foreign exchange markets and is ready to see interest rates rise further if the currency's rapid fall continues.

Spokesmen for the Treasury yesterday acted quickly to deny press reports that ministers were indifferent to the sharp fall in the pound.

Mrs Margaret Thatcher, the Prime Minister, and Mr Nigel Lawson, the Chancellor of the Exchequer, discussed the position and were said to be dismayed by such suggestions.

The Government's attitude was that the present broadly non-interventionist strategy on the long-term level of sterling would continue, but that that did not mean a total hands-off approach in the face of sudden large movements.

Leaders of the Labour Party will this morning consider whether to press for an emergency statement in parliament this afternoon or if they should wait for Mr Lawson's speech in tomorrow's debate on unemployment.

Mr Lawson yesterday met other senior ministers to discuss strategy for the March 19 budget.

That did not mean the Government would defend any particular exchange rate, nor was it ready to intervene on foreign exchange markets with the official reserves.

It did imply, however, that Mr Lawson would not resist a further rise in base rates if the situation deteriorated. The Treasury indicated that it had "acted without hesitation" in endorsing a large rise in interest rates last July.

The Government is obviously keen to encourage any new rise in borrowing costs, but it was emphasised yesterday that the dominant consideration was that it should not run risks with its monetary policy.

Friday's increase was readily endorsed by the authorities after it be-

came obvious that sterling's fall was signalling the need for a tightening of monetary policy.

The key money-supply measure, sterling M3, is at the top of its 10 per cent annual target range and is delaying plans to privatise the national airlines for treble damages of \$1.05bn on behalf of Laker Airways' creditors, in a case awaiting trial this year in the District Court of Washington DC.

Sir Freddie and Lady Laker were the sole shareholders of Laker Airways, which collapsed in 1982, but they have no legal status in the present action brought by Mr Morris.

All the defendants have been

indicted by Linklaters and Paines, BA's London solicitors, after talks with more than 50 other parties.

An approach has been made to Sir Freddie and his advisers at the weekend as a late addition to the process. BA's solicitors met them on Friday at the Sonesta Beach Hotel in Key Biscayne, Florida, where talks were still continuing last night. A private payment by BA to Sir Freddie of anything up to \$5m is understood to be at stake.

The immediate response of the markets on Friday, however, was not encouraging, with the higher rates failing to stop a fall in the pound's value to less than \$1.12 in New York.

Many London economists believe it will take firm action by the Government — perhaps along the lines of the 2½-point rise in base rates seen last July — to stabilise the market.

Hattersley plan, Page 5; UK exports, Page 12; money markets, Page 26

Missile talks 'depend on space weapons ban'

BY PATRICK COCKBURN IN MOSCOW AND REGINALD DALE IN WASHINGTON

MR ANDREI GROMYKO, the Soviet Foreign Minister, said last night that if no progress was made towards banning space weapons in the forthcoming disarmament talks with the US, it would be superfluous to try to limit intermediate and strategic nuclear missiles.

Speaking on Soviet television, Mr Gromyko laid down Moscow's position in the disarmament negotiations agreed upon in Geneva last week. He emphasised that the Soviet Union had concluded that it was impossible to examine productively questions of strategic nuclear armament and intermediate-range nuclear weapons without considering questions of space, outer space.

In Washington Mr George Shultz, the US Secretary of State, responded calmly to Mr Gromyko's remarks, saying that the consequences for the negotiations "remained to be seen". Speaking on television, he brushed aside suggestions that Mr Gromyko had injected "a new element of uncertainty" into the talks or doomed their chances of success.

Mr Shultz said the Soviet Foreign Minister had spent considerable time during last week's talks making the same point. He said that in Geneva, Mr Gromyko had accepted that there could be exceptions to the Soviet principle that progress in one of three sets of talks was dependent on progress in the others.

Mr Caspar Weinberger, US Defense Secretary, in a separate television interview, took a tougher line in response to Mr Gromyko's comments, saying they seemed to conflict with the agreement in Geneva that the talks should proceed without preconditions. Mr Weinberger insisted that there was no possibility of the US giving up its research into, or deployment of, a strategic defence system (the so-called Star Wars programme).

The Soviet Foreign Minister yesterday also firmly rejected the US position that research into space weapons and anti-ballistic missile systems was different from their development and deployment. Mr Gromyko called the distinction "near absurd".

Who can guarantee that the line will be drawn after research has

been completed?" he asked. "Will they not be people, scientists and others, who will say: 'Sorry, we have spent so many billions of dollars on research, so why waste all this money?' Deployment would be almost inevitable.

He vigorously attacked the argument, which he described as the US position, that the militarisation of space could be banned but not restricted because it was impossible to verify what research was going on.

Admitting that written research might be difficult to verify Mr Gromyko said that nevertheless "there is often some proving ground next to a laboratory" which could be seen by satellites.

Mr Weinberger said that if the research in the US was carrying out showed that a feasible, thoroughly reliable defensive system could be developed — and he believed it could — the US would then be prepared to discuss ways of deploying it. He again made clear that the US Administration's aim in discussing Star Wars would not be to negotiate.

Continued on Page 12

Japan's industry loses edge

BY ROBIN PAULEY IN LONDON

JAPAN has fallen from the top of the world competitiveness and productivity league for the first time, according to an analysis of international industry published in Geneva today.

The US has moved to the top after two years in third place. After leading the world in each of the five previous annual surveys, Japan has been pushed back into third place, behind Switzerland, partly by a very low score for endowment with natural resources but also, very significantly, by a slip in Japanese business confidence.

The survey by the European Management Forum, an independent non-profit-making foundation, shows that apart from the dramatic switch in positions between the US and Japan, world competitiveness and productivity continue to be dominated by four countries: the US, Switzerland, Japan and West Germany.

The survey gives Japanese companies and workforces a glowing testimonial but warns of two dangers: the persistent "featherbedding" of Japanese agriculture and the threat of a protectionist foreign reaction against growing Japanese trade surpluses and the

down on 1983 and two down on 1982.

The survey includes interviews with more than 1,000 business executives in the 28 countries and judges competitiveness on 302 criteria in 10 groups. The countries are all the OECD states except Iceland, with Belgium and Luxembourg judged as a single unit. In addition, the 1985 report includes for the first time six non-OECD states: Brazil, India, South Korea, Malaysia, Mexico and Saudi Arabia.

Japan scores first place in five categories — dynamism of the economy, industrial efficiency, dynamics of the market, outward orientation and innovative forward orientation. Apart from its bad ranking on natural endowments, its lowest score is 7th (state interference).

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BA will offer cash to end Laker dispute

BY DUNCAN CAMPBELL-SMITH IN LONDON

BRITISH AIRWAYS has decided in principle to make a private payment to Sir Freddie Laker as part of its attempt to resolve outstanding US litigation against it which is delaying plans to privatise the airline.

The key money-symply measure, sterling M3, is at the top of its 10 per cent annual target range and is delaying plans to privatise the airline.

The payment, designed to end the dispute over BA's alleged involvement with the collapse of Sir Freddie's Skytrain service in 1982, would be among settlements now being finalised by Linklaters and Paines, BA's London solicitors, after talks with more than 50 other parties.

An approach has been made to Sir Freddie and his advisers at the weekend as a late addition to the process. BA's solicitors met them on Friday at the Sonesta Beach Hotel in Key Biscayne, Florida, where talks were still continuing last night. A private payment by BA to Sir Freddie of anything up to \$5m is understood to be at stake.

The immediate response of the markets on Friday, however, was not encouraging, with the higher rates failing to stop a fall in the pound's value to less than \$1.12 in New York.

Many London economists believe it will take firm action by the Government — perhaps along the lines of the 2½-point rise in base rates seen last July — to

OVERSEAS NEWS

Paris increases New Caledonia police strength

BY PAUL BETTS IN PARIS

THE FRENCH Government dispatched at the weekend another 1,000 gendarmes and riot police forces after the sudden upsurge of violence in the Pacific territory of New Caledonia.

For the second time in the history of the French Fifth Republic a state of emergency was imposed on a French colonial territory in the face of the riots and violence which followed the murder of a young white settler and the sudden death of two hard-line leaders of the New Caledonia independence movement. A state of emergency was imposed in Algeria in 1961.

M Laurent Fabius, the French Socialist Prime Minister, held emergency talks with cabinet ministers in Paris on Saturday, after which he announced the dispatch of additional French police forces to the Pacific islands.

The police forces have now been increased to 3,250 men in New Caledonia. M Edgar Pisani, the French Government's special envoy in the territory, can now also avail himself under the state of emergency of 3,000 French soldiers stationed in the colony.

The weekend incidents are among the most violent to have hit the territory so far and come at a time when the French Government was hoping that its recent proposals to hold a

referendum on the islands' future next July would help calm the tense atmosphere.

The proposals for a peaceful transition to independence but maintaining strong links with France were unveiled by M Pisani eight days ago. They appeared to have been given a relatively good reception until this weekend's flare-up.

M Jacques Chirac, the leader of the main French opposition party, the neo-socialist RPR, yesterday called for the suspension of M Pisani's referendum plans for New Caledonia and asked President Mitterrand to take charge personally of the New Caledonia conflict.

The right-wing opposition in France has maintained a relatively low-key reaction to the latest events in New Caledonia to avoid being accused of stirring up the conflict for its own political ends.

The authorities in New Caledonia claimed yesterday that French gendarmes were not under orders to shoot to kill M Eliot Machoro, one of the two leading separatist hardliners killed at Ifry weekend. M Machoro, and another separatist M Marcel Nonnaro, were killed by gendarmes during a gunfight at a farm on the east coast of the main island of New Caledonia.

Dutch Cabinet approves two more nuclear plants

BY LAURA RAUN IN AMSTERDAM

THE DUTCH Cabinet has agreed that the Netherlands needs at least two more nuclear power plants by the turn of the century in a decision that is likely to spark great controversy.

Nuclear energy will remain cheaper than energy provided from coal, oil or natural gas and the problems of safety, security, waste disposal and siting all are manageable, according to Mr Gis van Aardenne, Economics Minister, and Mr Pieter Willemsen, Environmental Minister.

Mr van Aardenne argued that the construction of two nuclear

power plants would provide at least 25,000 jobs, a significant argument in a country where the unemployment rate has been above 17 per cent for two years.

Ministers agreed that a minimum of two nuclear plants with a combined capacity of 2,500 megawatts ought to be built to satisfy the energy shortage projected for the year 2000.

The decision came after a decade of public debate, which escalated a year ago with the findings of a Government-commissioned steering group that concluded no decision was immediately necessary on the expansion of nuclear energy.

Notice of Purchase



European Investment Bank

9¾% £/US\$ payable Bonds of 1977, due December 15, 1992

Pursuant to the terms and conditions of the Loan, notice is hereby given to bondholders that during the purchase year ending December 14, 1984, £1,000,000 of the above-mentioned Bonds were purchased by European Investment Bank in satisfaction of the quarterly Purchase Fund instalments.

As of December 15, 1984, the principal amount of such Bonds remaining in circulation was £18,000,000.

Luxembourg,

European Investment Bank



C.V.G. Siderurgica del Orinoco C.A. (Sidor)

(Incorporated with limited liability in the Republic of Venezuela) US\$50,000,000

FLOATING RATE NOTES DUE 1984-1988
In accordance with the terms and conditions of the Notes, and the provisions of the Agent Bank Agreement between C.V.G. Siderurgica del Orinoco C.A. (Sidor) and Citibank, N.A., dated July 7, 1980, notice is hereby given that the Rate of Interest has been fixed at 9½% p.a. and that the interest payable on the relevant Interest Payment Date, July 15, 1985, against Coupon No. 10 in respect of US\$88,000 nominal amount of the Notes will be US\$271.58.

January 14, 1985, London
By: Citibank, N.A. (CSSI Dept.), Agent Bank

US\$75,000,000

The Bank of New York Overseas Finance N.V.

(Incorporated with limited liability in the Netherlands Antilles)

Guaranteed Floating Rate Subordinated Notes due January 1996

Unconditionally Guaranteed, on a Subordinated Basis, as to Payment of Principal and Interest by

The Bank of New York Company, Inc.

(Incorporated in New York, USA)

Notice is hereby given that the Rate of Interest has been fixed at 8½% p.a. and that the interest payable on the relevant Interest Payment Date, April 15, 1985, against Coupon No. 5 in respect of US\$10,000 nominal of the Notes will be US\$214.86

January 14, 1985, London
By: Citibank, N.A. (CSSI Dept.), Reference Agent

CITIBANK

Foreigners raise share of French car market

By Paul Bettis in Paris

FOREIGN CAR manufacturers gained for the first time last year the single largest share of the French automobile market with nearly 36 per cent of total sales.

Led by Ford, Opel, Fiat and Volkswagen, the foreign car market took 35.9 per cent of the French market last year, the domestic market penetration of the French private Peugeot group with 33.1 per cent and the state-owned Renault group with 31 per cent.

Although new registrations declined by 12.9 per cent to 1,758,240 cars last year from just over 2m in 1983, the foreign manufacturers saw their overall sales in volume fall by only 4.2 per cent on the declining French market.

By contrast Renault's

market share fell by 2.1 per cent and the Peugeot group's sales fell by 6.4 per cent compared with 1983.

The continuing strength of foreign imports on the domestic market are adding to the general problems of the French automobile industry. The state-owned Renault group, which was overtaken by the private Peugeot group in domestic market share last year, is now undergoing a difficult crisis and is expected to report losses of FF 10bn (£965m) for 1984.

Peugeot, whose performance is being sustained by the remarkable commercial success of its Peugeot 205 supermini, is now hoping to return into the black this year.

However, the private car group is now faced with the complex decision on the future of its troubled Talbot car marque and efforts to sell off its Citroën division in profit.

The French Government is becoming increasingly worried about the performance of Renault, whose new Supermini model launched last autumn has failed so far to help the state group recover from its current slump.

Last year foreign car registrations totalled 630,548 new cars or 35.9 per cent of the market compared with 32.7 per cent of the market in 1983. Renault with 545,261 new registrations saw its market share decline from 33.1 per cent in 1983 to 31 per cent last year, while Peugeot with 522,501 registrations saw its domestic market share increase from 32.2 per cent to 33.1 per cent last year.

Mr Kinnock identified in particular the gold-mining and fisheries sectors as areas which could benefit from British aid.

President Ortega said in his inaugural speech that a foreign investment law would be drawn up this year.

Mr Kinnock said also that in

PRESIDENT REAGAN was reported over the weekend to have granted a reprieve to the Council of Economic Advisers, which some White House advisers had wanted to abolish.

According to White House officials, the President is likely to approve a continuation of the Council and to announce soon a successor to Mr Martin S. Feldstein, the former CEA chairman who left in July.

Some sources said the decision to retain the Council was based on cost economies of eliminating it. However, killing the CEA would require Congressional approval since Congress established it.

Meanwhile, as the various budget sessions are held in Washington, Mr Robert Dole, the Senate majority leader, said there would be no new taxes this year.

He indicated that Senate Republicans, who have been in excruciating line item detail making choices for proposals now being presented to the Senate Republicans.

"Senate Dole realises he is taking his army into an extra-budgetary battle, and he wants to get them prepared," Mr Stockman said.

Mr Stockman said he would support a freeze of many programmes for 1986 at 1985 levels

"walked away" from making difficult choices on the budget deficit, leaving the top political decisions up to Congress.

Mr Stockman said that in November and December the President "went through the budget in excruciating line item detail making choices" for proposals now being presented to the Senate Republicans.

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Argentina's 'military capacity improved'

By Robert Graham,
Latin American Editor

ARGENTINA'S armed forces have replaced their losses caused by the 1982 Falklands conflict and have built up a capacity which would enable it to wage a war of attrition against the British on the Falkland Islands, according to a report released today by the University of Bradford.

The report discounts any attempt by the democratic government of President Raúl Alfonsín to invade the island. However, it says Argentina is overcoming all the deficiencies shown up by the war and has acquired capacity enabling it to wage an intensity military operation.

The report concludes that this could make defence of the Falklands immensely more costly.

Among the principal improvements in Argentina's armaments is a "complete refurbishment" of the air force and naval air force.

The number of front-line aircraft has risen from 70 at the end of the conflict to 160—considerably higher than the 130 at the start of the war. There has also been rapid expansion of anti-launched ship-to-air missiles with up to 28 export missiles and a number of Israeli-made Gabriel missiles deployed.

The report also claims that up to 80 front-line aircraft have provision for serial re-fuelling which would substantially increase strike and interceptor aircraft capacity to operate over the Falklands. The air force has also acquired sophisticated French-made anti-runway Durandal bombs which could be used against the Mount Pleasant air base being built on the Falklands.

Argentina has also made improvements in its maritime reconnaissance and early warning capability in tracking submarine, surface ships and aircraft.

Yesterday the Foreign Office said the Government was unable to say whether it had made no comment. In private, officials in Whitehall say they are carefully monitoring the Argentine military build-up and say discussions must be made between discussions to purchase weapons and equipment.

For example, the report says 28 Skyhawks have been delivered to the air force and naval airforce. Apparently these have been negotiated in a deal with the Israeli Government but are apparently not yet in Argentina as their transfer would require U.S. Government approval.

The report also misses out some of the Argentine purchases, for example, of 45 Xavante jet fighters from Brazil.

However, Whitehall officials do not challenge the broad conclusions of the report.

China set to buy arms from U.S.

By Our U.S. Editor in Washington

THE U.S. has reached a preliminary understanding with China to sell the Chinese navy an arms package that would include modern anti-submarine weapons.

Gen Zia asked the electorates not to vote for drinkers, smugglers, anti-social elements, gamblers, and those who oppose Pakistan's Islamic ideology.

In his address, General Zia said that after the elections are over, and the future parliament meets on March 23, the process of transfer of power will commence," but he did not specify dates. He has recently said that the transfer of power will not be from the military regime to the elected civilians. The two will participate in a power-sharing arrangement.

The nation's unanimously adopted constitution of 1973, major chunks of which General Zia has already suspended, will further amend to provide more powers for the President, reduce the authority of an elected civilian Prime Minister, and create a Turkish-style National Security Council.

General Zia will be the first to be formally welcomed by the Chinese navy an arms package that would include modern anti-submarine weapons.

U.S. officials said the sale would include sonar submarine detection devices, torpedoes, gas turbine engines and Phalanx ship-defence system.

News of the proposed sale came as Gen John Vessey, chairman of the U.S. Joint Chiefs of Staff, began talks in Peking at the start of a week-long visit.

U.S. officials said the sale would include sonar submarine detection devices, torpedoes, gas turbine engines and Phalanx ship-defence system.

Reagan set to grant CEA reprieve

BY NANCY DUNNE IN WASHINGTON

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According to White House officials, the President is likely to approve a continuation of the Council and to announce soon a successor to Mr Martin S. Feldstein, the former CEA chairman who left in July.

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Peru seeks extension of repayments freeze

BY PETER MONTAGNON, EUROMARKETS CORRESPONDENT

PERU HAS asked its 275 creditor banks to restart talks on the legal terms and conditions of the country's proposed \$20.75bn public sector debt rescheduling which have stalled since October 14.

The request came just as meetings to discuss interest arrears now thought to total some \$160m. Such a meeting is expected around the turn of the month—and well before the new extension expires on February 14.

Meanwhile, Peru has announced a further change in its economic team with the promotion of Sr Victor Miro Quesada, general manager of the state-owned Banco de la Nación, to head its external debt committee.

The decision follows efforts by Venezuela to speed up settlement of private sector debt arrears which have always been seen as a major obstacle to completion of the rescheduling agreement.

Venezuela is to hold a seminar for foreign bankers in Caracas this Thursday to explain its new programme on private sector debt

and this is likely to be followed by the end of the month by a meeting with the committee of leading creditors chaired by Chase Manhattan.

This meeting will also have to discuss a further temporary freeze on debt repayments replacing the present arrangements which expire on January 31.

But bankers say that up to six months work may still be needed on the rescheduling agreement because it would involve mutualised multilateral deal that includes a limited option for lenders to switch the currency of their loans out of U.S. dollars.

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WORLD TRADE NEWS

UK a front runner for Indian gun contract

By John Elliott in New Delhi

AUSTRIA: France has emerged as front runner for a £700m defence order likely to be placed soon by the Indian Government for 155mm Howitzer gun systems.

A senior Indian Army general said at the weekend that final negotiations are to start later this month. The guns were needed to counter armaments supplied to neighbouring Pakistan by the U.S., he said. They would have to penetrate 50 tonnes of earth before being acquired by "the neighbouring countries", said Lt Gen I. R. Malhotra, Director of Artillery.

Austria's Voest Alpine GKN45 155mm gun has won favour because it has an extended barrel and is said to be able to shoot over 30km which is significant on India's border—the Pakistani city of Lahore would come within that range.

The Austrian gun is also believed to have found political favour in negotiations last year which were halted along with talks on many other contracts, following the assassination of Mrs Indira Gandhi the Prime Minister, on October 31. That political advantage may no longer be the case now that negotiations are taking place with the new Indian Government.

Four countries remain in the race for the order, which initially will involve selling guns and ancillary equipment made abroad and then setting up local production in India.

Initial tenders last year envisaged the supply of 400 guns and systems from abroad complete with computer controls, towing vehicles and ammunition totalling about £700m. But the initial order might be smaller because of lack of funds.

Ammunition is believed to account for more than half the estimated cost.

Lieut General Malhotra said that artillery systems made in the Soviet Union, which tries to be a major arms supplier for India, had "not come up to the operational specification of the Indian army".

The UK system is based on the Vickers FV101 field gun, produced jointly with West Germany and Italy. It is being marketed in India by the British Government-owned International Military Services.

Anti-pollution contract for Davy

BY JOHN DAVIES IN FRANKFURT

DAVY McKEE, the UK-based engineering concern, is to build a desulphurisation plant for the controversial Buschhaus power station in West Germany under a contract worth about £85m.

The newly-built 350 mW power station at Helmstedt, near the East German border, has been at the centre of a fierce pollution debate. The Bonn Parliament was recalled to discuss the issue last July and voted to allow Buschhaus to start up without a desulphurisation plant to cut out its pollutant emissions, provided such a plant was added by mid-1987.

The desulphurisation plant

Davy McKee's desulphurisation plant order is one of the largest orders ever obtained by the group's West German operation.

The contract involves desulphurisation not only at Buschhaus but also of a unit of a nearby power station, Offleben II. It will use the Wellman-Lord process, which until now has been applied mainly in the U.S. and Japan. The end product, about 85,000 tonnes of sulphur a year, will be marketed by Braunschweigische Kohlen-Bergwerke (BKB), the plant's operator.

The desulphurisation plant

will have to contend with brown coal with a high sulphur content and to meet stringent emission controls.

Davy McKee recently won an order from BASF, the chemical group, to apply its Wellman-Lord process to reduce sulphur dioxide emissions from a coal-fired power station at the chemical complex at Ludwigshafen. The end product here will be sulphur dioxide, which BASF will diversify into chemical uses.

The Buschhaus power station was planned in the 1970s when environmental issues were less politically sensitive. The

Government of Lower Saxony has strongly backed the project as it will extend the life of BKB and provide jobs in the Helmstedt region, which is heavily reliant on BKB for its prosperity.

Environmentalists, notably the Green party, have argued that Buschhaus should not come on stream until it has a desulphurisation plant attached, but supporters of the project argue that conditions agreed by Parliament last July will reduce existing pollution in the area once Buschhaus comes on stream, even before it has a desulphurisation plant.

The directive settles in favour of the Pentagon a long-running battle between the Commerce and Defence Departments over high technology licensing. The two departments have worked out a memorandum of understanding about power-sharing and licensing, but the Commerce Department was believed to be dragging its feet on signing it in time for Congress to settle the issue with the passage of an Export Administration Act.

Congress itself was deeply divided over whether to give more prominence to national security or trade policy and could not agree in its last session over renewal of the Act which gives the President certain authority over strategic trade.

In the oil markets, rates were also more or less static.

As in past weeks, shipping markets were ruffled by more tales of corporate woe. Attention was drawn to the high debts of Zim, the Israeli container and bulk carrier concern.

Coming in the wake of the

failures late last year of Salen-

invest in Sweden and Irish

Shipping, and the need by

France's Gazocean to change

totally its costly charter

arrangements with other

owners, it re-emphasised the

fact that shipping remains in a

highly fragile state.

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Congress will push for a

new Act in the next 60-90

days, but meanwhile, the

President has stepped in to

resolve the dispute. The

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that a directive signed by

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countries.

Reuter adds from Tokyo:

Japan will tighten controls

on the sale of new items in

cluding ceramics equipment

for making and testing

printed circuit boards and

large floating docks to the

Soviet bloc from mid-

February, officials said.

Pentagon 'to review' high tech exports

By Our Washington Staff

PRESIDENT Ronald Reagan has given the Pentagon the authority to review all licences for exports of high technology equipment to 13 non-Communist countries which might reship the products to the Soviet Union. It was reported at the weekend.

The directive settles in favour of the Pentagon a long-running battle between the Commerce and Defence Departments over high technology licensing. The two departments have worked out a memorandum of understanding about power-sharing and licensing, but the Commerce Department was believed to be dragging its feet on signing it in time for Congress to settle the issue with the passage of an Export Administration Act.

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Growing U.S. trade deficit prompts import tax study

By NANCY DUNNE IN WASHINGTON

A PROPOSAL to impose a three-year import surcharge on all manufactured goods and oil may get serious consideration in Congress if the U.S. economy slows and the trade deficit seems likely to exceed \$150bn this year.

The Senate Finance Committee began discussion of an import tax last year, and, despite lack of open support, has asked the influential Congressional Budget Office (CBO) to analyse the impact of various surcharges.

One plan, backed strongly by Motorola, the electronics company, and presented at a recent meeting of the National Association of Manufacturers (NAM), calls for a three-year import surcharge to be set at 20 per cent during its first year, 15 per cent in the second and 7 per cent in the third year. Mr John Mitchell, President of Motorola, told the NAM that exceptions would be needed for some of the less developed countries.

NAM, one of the first organisations to express concern about the effects of the strong dollar on exports, has now formed a working group to evaluate the merits of a surcharge. It may also ask the Electrical Industries Association for its support.

The import surcharge, set at between \$80bn to \$100bn over three years for the U.S. Treasury and combat both the budget and trade deficits. They claim that the strong dollar in effect gives a 25 per cent subsidy to Japanese producers and a 30 per cent subsidy to West German goods, and a surcharge would go some way towards equalising those

advantages.

In a presentation which officials called "sobering", Mr Mitchell discussed a study by Data Resources Inc, showing the U.S. budget deficit climbing to around \$400bn by 1990. If no corrective action is taken, he said, more and more U.S. companies will shift their production overseas and then export to the U.S.

The domestic machine tool industry, which has sought protection from the Administration on the grounds that it is vital to national security, is said already to be threatening to move its manufacturing offshore if the White House fails to stem imports.

On November 17, 1971, President Richard Nixon imposed a 10 per cent across-the-board import surcharge. The Council of the General Agreement on Tariffs and Trade found the tax "not compatible with Gatt" and it was revoked four months after its introduction.

Article 12 of Gatt, however, allows the limiting of "quantities or value" of imports in cases of balance of payments problems, and the Trade Act of 1974 gives the President the power to impose an import surcharge "to deal with large and serious U.S. balance of payments deficits."

The Senate Finance Committee has asked the CBO to assume that no retaliation would be forthcoming from U.S. trading partners. The CBO is likely to ignore that request however, and to present additional studies considering the effects of retaliatory action.

WORLD ECONOMIC INDICATORS

	FOREIGN EXCHANGE RESERVES (US\$bn)			
	Nov. '84	Oct. '84	Sept. '84	Nov. '83
U.S.	6,243	6,236	6,236	4,914
UK	6,812	6,798	6,622	8,776
Japan	22,021	21,712	21,436	

THE MANAGEMENT PAGE

EDITED BY CHRISTOPHER LORENZ



VIRTUE is rarely rewarded quickly, if at all, in the heavy manufacturing industries these days. But it now looks as if Cummins Engine, the leading U.S. diesel engine maker, is going to see a bigger and faster payback than expected from its brave commitment in the past few years to long-term development.

The acquisition of International Harvester's farm equipment business by its competitor, J. L. Case, last year provides an unexpected double boost to Cummins.

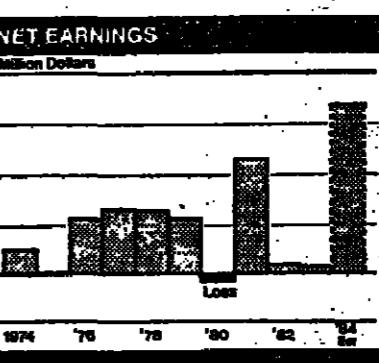
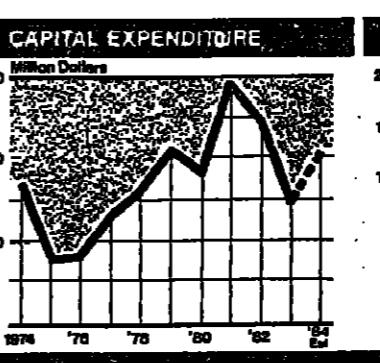
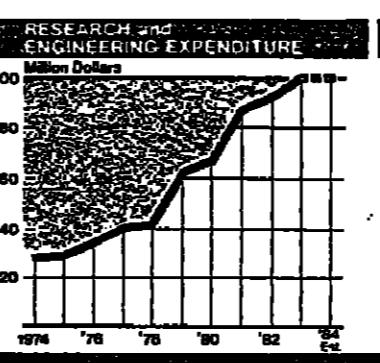
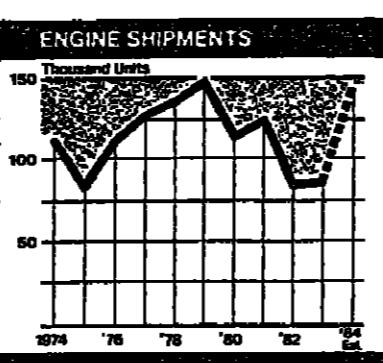
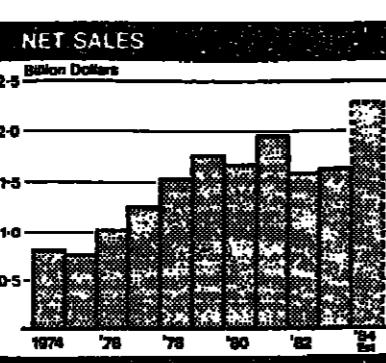
• It improves the survival prospect of IH whose heavy tractors are the most important single market for Cummins engines.

• It will help a new \$350m Case-Cummins joint engine venture. Consolidated Diesel Co. became profitable much faster than planned. This is because Case will gradually shift the sourcing of engines for IH farm equipment to CDC.

No doubt, Cummins was lucky that the Case-IH deal happened. Only a few months earlier, Tennessee, Case's parent company, was talking of abandoning the depressed farm equipment industry, a move that would have had a very negative impact on CDC.

But Cummins officials argue that they have worked hard for their luck, and they believe that if it had not come in one way, it would have come in another. And they are probably right. Starting in 1976, the company adopted a bold strategy, deciding to give up efforts to diversify and to concentrate instead on its engine business, even though the growth prospects there were very modest and the competitive conditions daunting.

Cummins' main U.S. rivals are General Motors and Caterpillar Tractor, while in Europe it is up against Daimler-Benz, Volvo and Fiat's Iveco sub-



Cummins' long-term view comes good

Ian Rodger assesses the outcome of the U.S. diesel engine maker's financial gamble on its core business

sidiary, all of which make their own engines rather than buy them in.

But the directors figured they could continue to achieve satisfactory growth and profits from engines in spite of these obstacles. They concluded, rightly as it turned out, that the key characteristics of the 1980s would be depressed markets for the main diesel engine buyers, the makers of vehicles and various types of industrial equipment, and consequently, serious overcapacity in the engine sector itself. And they reasoned that the ways to succeed in that kind of environment were to have the most up-to-date engines and to produce them more economically than their competitors.

Since 1971, Cummins has invested considerable management effort and about \$800m, more than double its net worth, in achieving those goals. At various times along the way, especially as the company's markets and profits slumped, strong doubts were expressed about the wisdom of its ambitious spending programme. The Cummins share price slumped from a peak of \$39 in 1981 to a low of \$26 in 1982, but the directors decided to hang on.

"If you're in the capital goods business, you do what you have to do," Henry Schacht, Cummins' chairman, says calmly now that the squeeze on the company's resources is over. Cummins' net earnings last year, after the company had only barely managed to break

refuel. But gasoline was plentiful and inexpensive in those days and no one was interested in fuel economy. The company suffered continuous losses for 20 years.

However, virtue paid off with the outbreak of war. The U.S. military was very interested in the simplicity, durability and fuel economy of the diesel, and Cummins' fortunes soared. More importantly, this popularity carried over into the post-war period.

The next 20 years were glorious for Cummins as the Interstate highway system was built and freight movement shifted massively from railways to the roads.

Meanwhile, in 1978, the company was approached by Case with a view to developing a series of 50-250 hp engines for Case's farm and construction equipment.

Cummins' brief everything

to promote the qualities of the diesel once even entering the Indianapolis 500 car race in which he was placed third because he never needed to

corporate strategy says. The company also moved confidently round the world in this period, setting up a major manufacturing base in Britain and joint ventures in Britain, West Germany, India, Mexico, Brazil and Japan.

By the late 1960s, the rapid growth phase of the U.S. heavy truck market was coming to an end. Also, continental builders tend to make their own and so it is more difficult for Cummins to break in abroad at home. The same easy success abroad that it had enjoyed at home.

The diversifications were not successful, and the amount of management time spent on them soon began to hurt the core business. Most were sold, and the company had very little competition.

"Our record is not very good," Schacht says. "If we do diversify, it will be late related things."

company has made impressive progress.

However, the UK is a fairly easy market to penetrate. Independent truck builders, such as ERF, are always ready and willing to try out new engines. Most continental builders tend to make their own and so it is more difficult for Cummins to break in abroad.

Meanwhile, in 1978, the company was approached by Case with a view to developing a series of 50-250 hp engines for Case's farm and construction equipment.

Cummins had long wanted to start making engines of this size, but was stopped by the difficulty of penetrating the already overcrowded markets for them. Deutz of West Germany and Perkins of Britain, part of the Massey-Ferguson farm equipment group, have major shares and worldwide service networks, but dozens of other companies that make engines mainly for their own use also sell some in the open market. Ominously, a few Japanese producers, such as Isuzu and Nissan are gaining ground.

Cummins also hoped it would take a long time for it to build up a useful share in this sector. Effectively, that meant it could afford to enter without a significant volume customer lined up in advance. Company officials tried for years to convince various manufacturers that they would be better off abandoning their own engine production and buying from a specialist. Suddenly, to their surprise, Cummins agreed, and even though it was heavily committed to its existing development programmes, Cummins knew it could not turn down the opportunity.

These trends were indeed present in Europe, but European truck users never felt a need for Cummins' huge 14-litre engine, and the company has never made much headway there. It hoped the 10-litre engine would change that and, since its introduction in 1982, the 10-litre has sold well in European markets.

That's the sort of good fortune that would make a company think it could pause and reap some rewards, but Cummins is already embarked on a fresh challenge—beating the Japanese.

"The Japanese are setting new standards for this industry, and, darn it all, we are going to match them," says Schacht.

Management abstracts

Learning to Love the Service Economy. I. D. Canton in Harvard Business Review (U.S.), May/June 1984.

Taking the example of the automotive components company Borg-Warner's move into dealer financing, examines the opportunities for manufacturing companies to diversify into service sectors and explores routes by which they can use their own assets, resources and knowledge to gain entry.

Warehouse Design. D. P. F. McKenna in Focus on Physical Distribution Management (UK), March/June 1984.

Examines considerations in warehouse siting and design to fulfil its functions of input storage and output; stresses the dominant feature of working height and its relationship to cost, with notes on space heating/office siting and discusses the facilities necessary for fully- or semi-automated storage and other control systems.

Human Resource Strategies in an Organisation Downturn. L. T. Perry in Human Resource Management (U.S.), Spring 1984.

Contends that every organisational downturn invites two related waves of employee defection — abandoning ship when survival seems doubtful, and exits timed to coincide with remedial action, because of reduced career opportunities. Gives examples of the Continental Illinois Bank and the Intel Corporation (microelectronics), and suggests collective managerial strategies to reduce organisational uncertainty and increase career chances.

International Market Research. G. van der Mest in European Research (Netherlands) July 1984.

Argues that market research for internationally sold industrial products should not be confined to the country of origin, but should take account of international markets served; discusses the characteristics of international research, examines its difficulties — language, market/social differences, and government constraints — and survey methodology.

These abstracts are condensed from the abstracting journals published by Anbar Management Publications. Licensed copies of the original articles may be obtained at £3 each (including VAT and p+p; cash with order) from Anbar, PO Box 23, Wembley HA5 8DL.

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UK NEWS

Quarter of gas needs 'may have to be imported'

BY ANDREW GOWERS

THE GOVERNMENT needs to import about a quarter of its natural gas needs by the end of the century, according to a memorandum submitted by the Department of Energy to the House of Commons energy committee.

This estimate is at the top end of a range deduced from a series of projections of natural gas demand and likely supplies from the UK continental shelf to the year 2000 and beyond.

It is higher than a forecast produced by the British Gas Corporation, and publication of the Government's estimates could well fuel the row between the corporation, the Government and the oil industry over imports of gas from Norway's Sleipner field.

British Gas has been arguing strongly that it needs large quantities of Sleipner gas to fill a gap between UK supply and demand in the 1980s, but the Government has been blocking approval of the production of 400 cars a week is down by about half.

The XX is equally important to Austin Rover's efforts to expand overseas markets and reduce dependence on the low-growth UK. The assault on the important U.S. market for which the new car is essential must now be put off until 1987. The delay will also blunt efforts to improve penetration in continental Europe.

The XX will offer either an Austin Rover "O" series two-litre engine or the new Honda V6 2.6 litre. There will be competing Austin Rover and Honda badge versions of the XX, with largely cosmetic differences. Austin Rover will assemble both versions at Cowley for sale in the UK and continental Europe.

Honda is to make both versions in Japan for its home market, Australia and the Far East.

The new investment bank would offer low interest rate investment for private sector projects. Institutions would have a choice of tax regime. Those which elect to observe the criteria will enjoy the fiscal privileges which they presently possess.

The net effect of the scheme is that the tax privileges enjoyed by institutions which invest in Britain will raise the net return on their portfolios above that received from foreign investment.

self-sufficient in gas at the end of the century.

Forecasts are bound to contain more than an element of inspired guesswork when they depend on imponderables such as the likely level of oil prices and future economic growth. The figures, however, do imply a possible domestic supply and demand through the 1990s.

The department's projections put gas demand between 14.5bn and 20.5bn therms in the year 2000. Its central estimate for supply from the UK continental shelf is that year is 13.9bn therms.

As the department indicates that this figure is based on an estimate of "the rate which new and existing discoveries (particularly condensate discoveries) are brought on stream," it does not suggest great optimism about development of UK gas.

It contrasts starkly with British Gas's own estimate for supplies from the continental shelf in 2006 of 16.5bn therms.

Onshore gas search, Page 5

Hattersley plan seeks repatriation of funds

BY PETER RIDDELL, POLITICAL EDITOR

INVESTING institutions would lose their present tax advantages unless they significantly reduced overseas holdings and put some of their money into a proposed state investment bank, according to a plan put forward by Mr Roy Hattersley, the Labour Party's chief spokesman on financial affairs.

His proposals, which are to be put to Labour policy committees, aim to achieve the repatriation of a substantial amount of the £20bn portfolio investment which has left the UK since the ending of exchange controls in 1979.

They seek to deter further outflows and make money available for industrial investment projects which, Mr Hattersley says, cannot find finance from the City of London.

Japanese engine setback for BL launch

By Arthur Smith, Midlands Correspondent

THE LAUNCH of Austin Rover's new executive car, code-named the XX, has been delayed by more than six months because of problems with a new engine to be supplied by Honda of Japan.

Testing of the Honda VS engine threw up faults which required a new configuration and a consequent redesign of the car's front end. The sale in Britain of BL's top-of-the-range model was originally scheduled for autumn 1985, but has now been put back to early summer next year.

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Onshore gas search, Page 5

John Moore reports on London's biggest underwriting losses since the Sasse affair

Lloyd's syndicate faces £21m deficit

HISTORY OFTEN repeats itself at Lloyd's, the London insurance market. Nearly five years since the notorious Sasse affair reached its climax another small group of underwriting members of the Lloyd's community is facing remarkably similar problems, although different in detail.

In October 1983 the agency anticipated that the losses might not be more than £13m for the underwriting accounts, but since then the problems have steadily mounted.

For the individual underwriting members who form the syndicate the matter is extremely worrying.

Like all members of Lloyd's they have joined the market accepting the principle of unlimited liability.

They pledge the entirety of their wealth, which provides the capital base of the Lloyd's market, in return for a share of the profits.

If things go wrong they are expected to meet insurance claims from their personal resources.

In the earlier affair 110 underwriting members faced losses of £21m. Last weekend about 230 underwriting members of Britain's premier insurance market were warned that their total losses could also amount to nearly £21m. They are the most serious trading losses encountered by a group of underwriting members since the Sasse affair.

At the weekend more than 230 underwriting members were studying an eight page report and detailed figures from managing agent Spicer and White, which looks after its affairs. It made grim reading.

The members, including tennis stars Mark Cox and Virginia Wade, were told that their investment in insurance syndicate 895 was making heavier losses than expected and that total losses over three underwriting accounts could amount to £20.6m. Moreover, there was no certainty that the losses would stop there.

"Until fully audited accounts to December 31 1984 become available in April 1985 we cannot determine whether the accounts will have deteriorated further," the agent said.

The XX is equally important to Austin Rover's efforts to expand overseas markets and reduce dependence on the low-growth UK. The assault on the important U.S. market for which the new car is essential must now be put off until 1987. The delay will also blunt efforts to improve penetration in continental Europe.

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The net effect of the scheme is that the tax privileges enjoyed by institutions which invest in Britain will raise the net return on their portfolios above that received from foreign investment.

are going right but not so well when things are going wrong."

The background to the Spicer and White affair has been outlined in a series of reports sent to the underwriting members since 1983, when the agency underwent a management shake-up. Until 1980 the syndicate, which had been in existence for many years, specialised in accepting risks in specialist areas of the marine insurance market.

It was an essentially cautious portfolio of business which had been built up by the then underwriter, Mr John White. When Mr White planned his retirement he was succeeded by a group of brokers, particularly through certain Lloyd's insurance brokers but its findings have never been made public.

So far investigations are continuing by the new management of the syndicate into what happened. Lloyd's itself has held a private inquiry into how some of the business for the syndicate was placed through certain Lloyd's insurance brokers and its findings have never been made public.

There were other problems. As in the Sasse affair, where there were 110 members of syndicate 762, a large proportion of the syndicate's business was generated by outsiders. Those responsible for the day-to-day underwriting had authorised overseas agents, particularly in the U.S. and Canada, to produce business for the syndicate under a binding authority arrangement.

Although much business can be generated in this way individual syndicates have little control over how they are operated. The agency told the underwriting members last week: "We are experiencing difficulty in obtaining detailed records from various agents in the United States about the exact nature, date of inception and expiry of these policies."

"Because information about the underwriting under these binding authorities is not adequate, it is difficult to predict the claims settlements."

Top insurance investigators Robert Bishop Adjusters have been appointed by the agency to find out how these binding authorities have been used.

One other problem has hit the syndicate. In securing more business the syndicate laid off some of its risks with a range of reinsurers, in much the same way that a book-

keeper lays off his bets. Unfortunately for the syndicate some of the reinsurers have been paying claims across to the syndicate very slowly, which has worsened the cash position of the syndicate.

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through certain Lloyd's insuranc-

e brokers but its findings have

never been made public.

There were other problems. As in

the Sasse affair, where there were

110 members of syndicate 762,

a large proportion of the syndicate's

<p

UK NEWS

THE EASY WAY TO BUY GILTS.

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Amount realised	Commission charged
Less than £100	10p for every £10 (or part)
£100-£250	£1
Over £250	£1 and a further 50p for every additional £125 (or part)

These rates are inclusive of VAT added tax.

NATIONAL SAVINGS STOCK REGISTER.



Ford's UK tractor unit to boost investment

By Andrew Gowers

FORD Motor Company's British tractor division hopes to step up investment aimed at boosting revenue and cutting manufacturing costs this year, to improve agricultural equipment sales profitability.

Mr Geoff Tiplady, executive director of Ford's tractor operations said the move, which would involve changes in Ford's worldwide system for sourcing tractor components and could mean the creation of new jobs in Britain, was the subject of "delicate negotiations" with the group. He hoped to be able to make an announcement within the next three months.

Ford has invested more than £30m in new manufacturing facilities including the introduction of robots at its UK tractor base in Basildon, Essex, since 1979. Mr Tiplady said the company was investing at a rate of about £10m a year.

According to figures from the Agricultural Engineers Association, UK tractor registrations last year totalled 25,513 units, 10.6 per cent below their level in 1983.

Mr Tiplady said Ford's UK market share, while still the largest, dropped nearly three percentage points to 23.3 per cent. He attributed the fall in the first half to the company's efforts to reduce price discounting during that period. He declined to predict tractor sales this year, but said they would undoubtedly fall off sharply in April as farmers react to a change in tax allowances for capital investment.

Production at Basildon was 28.5 per cent up last year. Mr Tiplady said, reflecting the buoyancy of UK exports to countries such as the U.S., Pakistan and Turkey. Exports of tractors and component parts totalled almost 33,000 units, 37.7 per cent above 1983.

Faced with the likely stagnation of world tractor sales this year, Ford's strategy is to secure sales by seeking overseas joint ventures, to try to sell more engines and components and to look for efficiencies in manufacturing.

The main uncertainty in the world tractor market concerns Tenneco's plans to merge the operations of its subsidiary J.I. Case and International Harvester's farm machinery interests, which it agreed to take over in late November.

Oil groups plan biggest onshore oil search

By DOMINIC LAWSON

OIL COMPANIES are planning the busiest year so far in their search for oil in Britain. More than 100 wells are likely to be drilled on shore, according to Petroleum Information, the research organisation.

Last year the industry drilled a record 45 wells against a planned total of 87 wells. Petroleum Information said the drilling programme was reduced because of "planning hurdles erected by environmental lobby groups."

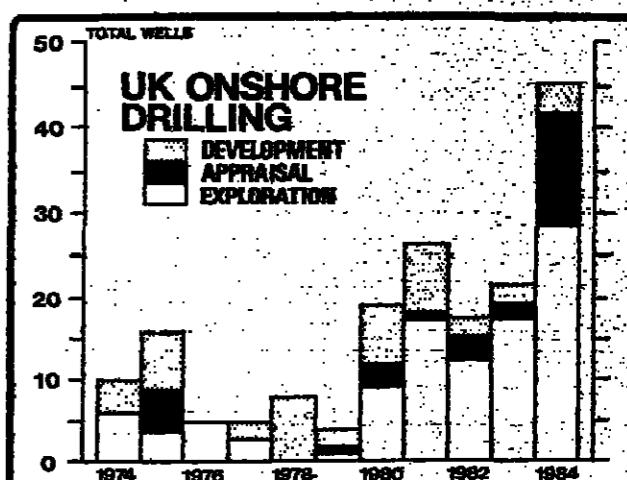
The surge in drilling predicted this year is likely to cause further friction between the oil industry and environmental groups.

British Petroleum (BP) is once again set to be the most active onshore driller with up to 52 wells planned this year. Of those, 35 will be exploration wells and 17 development wells.

BP said recently that it planned to drill about 80 onshore wells in the UK every year for the next five years. Most of those will be in the East Midlands.

After BP, the most active company this year is expected to be Carreras Capel & Leonard, the UK exploration company, which plans 20 wells, 10 of which will be part of the Humble Grove development in Hampshire.

Coco, the US company that has had a run of exploration suc-



cesses in central southern England, where in the world. However, it was a decline from 1983's success rate of eight discoveries from only 11 exploration wells.

The Government is soon to announce the first formal onshore licensing round. Previously, onshore oil and gas licences have been awarded on an ad hoc basis. The Government is expected to open up the entire land mass of the UK for offers to explore from the oil industry. However, most of the areas containing best prospects for discoveries are already under licence.

Providence deal expected soon

By CHARLES BATCHELOR

PROVIDENCE Capitol Group, the British life assurance arm of the US-based Providence Capitol, is expected to change hands for between £40m and £55m within the next few weeks.

Between 10 and 15 banks, insurance companies and other financial services groups from Britain, the U.S., France and the Far East are at present studying a sale prospectus drawn up by S.G. Warburg, the merchant bank.

The Providence sale, first announced by Warburgs in early December, is the latest in a series of upheavals in the UK life assurance sector. Hambo Life Assurance, Britain's largest unit-linked life company, agreed last month to accept a £664m takeover bid from BAT Industries, the tobacco-based merchant bank.

Warburgs has based its projection of the likely sale price of Providence on a value twice the company's net value according to generally accepted U.S. accounting principles - the usual formula in such cases, it said.

It has also taken as a basis for its calculations the sale last year of Cannon Assurance by the Cascade group of Canada to Lincoln National of the U.S. for just over £40m.

Cannon is similar in size to Providence.

Warburgs will shortly send details of an actuarial valuation of Providence Capital Group being carried out by Tillinghast, Nelson and Warren, consulting actuaries.

This will include a series of values based on a range of interest rate levels.

Providence has a UK sales force of 570 working from 33 branch offices which could be used to promote other insurance products. It made an after-tax profit of £1.6m on premium income of £34.2m in the year to December 31 1983.

Providence Capital Group was set up in 1968 as the life assurance arm of the Slater-Walker conglomerate. Since then it has had a series of owners.

This unchanging place will not leave you unchanged.

Ronda is haunted. A small city, an hour's drive from the Costa del Sol, it sits atop a soaring rock above a gentle, fertile valley. Its principal business is the making of legends.

It was in Ronda that the true tragedy of Carmen took place, long before Bizet heard of it, and made it into

an opera set in Seville.

It was here, at the cliff where the park ends, that an incident took place that inspired Hemingway to write "For Whom the Bell Tolls".

And it was here that the classic art of bullfighting on foot with cape and sword was invented by Francisco

Romero more than two centuries ago.

The mystery of that art is enshrined in the bull ring of Ronda, one of the oldest in Spain. Ronda is haunted, and you will feel the brush of the spirit's wings at the Moorish Baths and on the ancient bridge that spans a dizzying gorge.

Inside the bridge, in an arched stone tower that once was a prison, you can sit in cool peace and enjoy the famous ham of the town, washed down with a light red wine, but you will still sense the ghosts of the legend.

And they will not leave you unchanged.



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TECHNOLOGY

IN FLIGHT TELEPHONES FALL FOUL OF U.S. COMMUNICATIONS AUTHORITY

Airborne phone calls face cut off

BY GEOFFREY CHARLISH

TELEPHONING from airliners, which took a step backwards before Christmas when Illinois company Airfone fell foul of the Federal Communications Commission (FCC), may not fare too much better in Europe.

The FCC view is that the Airfone service, carried experimentally by six airlines in 22 U.S. aircraft during the Autumn of 1984, is something of a luxury likely to be used by very few passengers.

The immediate problem on both sides of the Atlantic is frequency allocation. All the users of radio frequencies, from broadcasters to police forces, are hungry for more channels, so that the FCC in the US and the equivalent regulatory bodies in Europe are wary of making allocations that might seem unnecessary.

Airfone is using frequencies in the 900 MHz region and although the company's licence has been extended for a year,

The immediate problem on both sides of the Atlantic is frequency allocation.

the FCC's present position is that some or all of the frequencies will eventually go to TV and ground mobile radio.

But company secretary Sandra Goekem (whose father John Goekem heads Airfone) said the company will continue to gather data from the planes already equipped. "Telephoning from planes is not a luxury," she says, adding that the company will continue to press the FCC to change its mind.

METALS RECOVERY

The making of plasma

BY ELAINE WILLIAMS

THIS YEAR could well be the make or break time for gas plasma technology in the metal recovery business. SKF in Sweden hopes to have its first plant in full operation in 1985 and Tetrosilic, a small British company hopes to see years of research finally pay off.

Plasma is a process which researchers see as applicable mainly to the metals and metals recovery business. But these industries have been suffering from stagnant or falling prices and reduced demand which has hindered the wider adoption of plasma technology.

Companies have flirted with plasma processes since the 1950s. Hills, a West German chemical company was by 1940 producing 50,000 tonnes of acetylene by plasma jet. There are three companies most active involved with plasma technology today. These are Tetrosilic, a small UK project research company, Westinghouse in the U.S. and SKF, the Swedish steel and bearing maker.

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According to Airfone, the service has been highly successful and there has been some adverse business community reaction to the FCC announcement. The company claims for example, that of every 100 passengers carried, over 20 made calls. At Northwest Orient, which has seven aircraft equipped, 600 calls a day are being made, it is claimed. Airfone says that on average there are 1m passengers aloft over the U.S.

The U.S. airlines apparently see in-flight phones as a good way of selling seats and in the UK, British Airways says it has the idea under active investigation.

In Britain, an International Aeradio (IAL) spokesman revealed last week that Airfone held discussions with the UK company about 18 months ago. At the time Airfone was par-

ticularly interested in setting up in Canada. There would have been a joint venture, but the project was abandoned, due to regulatory problems. In Europe, it was felt there would be little chance of the national regulatory bodies agreeing on frequency allocations.

As with many new communications services, initial doubts about survival will probably evaporate eventually. Most new systems—telephones, radio broadcasting, television—were initially seen as novelties, only to become necessities within a decade or two.

It was thought that the capacity of the first submarine cable (only 36 channels, in 1950) would take several decades to be filled. Now such cables criss-cross the world's oceans carrying many thousands of conversations.

If the service proves useful and the price is right, it will

be bought. Airfone charges \$7.5/min for the first three minutes, \$1.75/min thereafter and the pricing is claimed to be realistic, not introductory.

What is the European situation? An important difference is that the distances involved are shorter. Not only is airborne travel over two hours or so, where six or seven hours is commonplace in the U.S.

In Europe therefore, a businessman might opt to wait till he gets to the destination airport and use an ordinary telephone there. On the other hand, in-flight business discussions are common enough and people are known to have ideas in-flight—or will simply remember things they should have done before take-off.

But the opposite view is that business passenger looks forward to escaping from the telephone for a couple of hours for paperwork or reading. He might be annoyed by someone next to

him chattering on the phone. The U.S. system uses 36 ground stations, but the aircraft is not handed off from one area to another as in the ground mobile cellular systems now coming into service in the U.S. and UK. It is simply radio-linked to the terrestrial phone network via the nearest ground station. Calls can only be initiated from the aircraft, not from the ground.

In Europe such a system would involve a number of international bodies. The International Air Transport Association (IATA) for example, has not yet formally considered the matter, but a spokesman said the association will monitor U.S. developments—particularly any move to extend coverage into the Atlantic or Pacific (which calls either for a satellite or static-keeping ships system across the ocean).

INMARSAT, the international marine satellite body, has revealed that it will be changing

The U.S. system uses 36 ground stations which link into the terrestrial phone network.

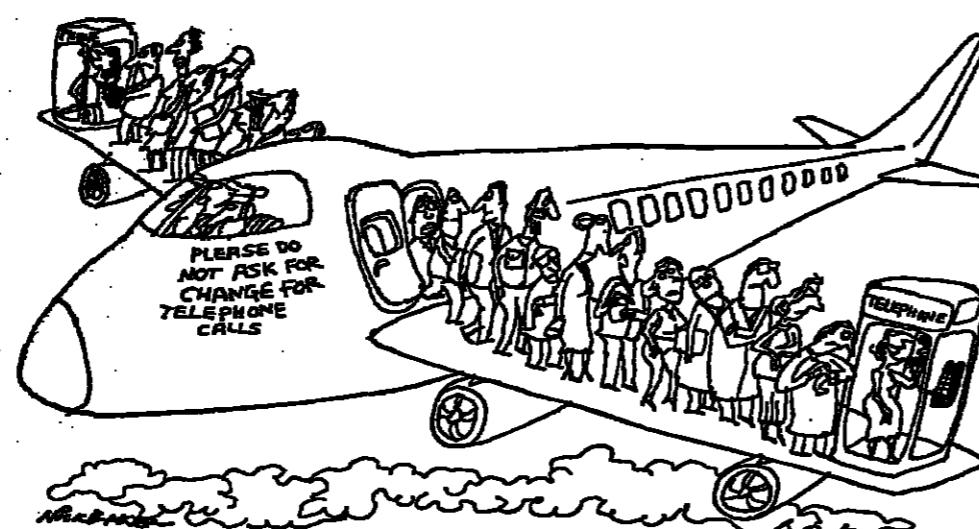
its constitution in 1985 to include aeronautical communications. Although operational radio is the first priority, passenger communications is not ruled out.

INMARSAT has been talking to the airlines and is conducting, for example, a study into the equipment and serials needed on aircraft. It also plans to put up further satellites in 1985 which will embrace aero nautical as well as marine frequencies. Contracts will be placed in the second quarter of 1985, worth "several hundred million dollars."

OFFSHORE

How dental fillings protect oil platforms

EDITED BY ALAN CANE



COMPANIES IN the offshore oil and gas industry could benefit from work on dental materials at a laboratory run by the Department of Trade and Industry.

The Laboratory of the Government Chemist in London has developed a coating material for offshore structures based on zinc polycarboxylate—the same substance used in many dental fillings. The laboratory has built up a reputation in the world of dentistry and some of its products in this area are sold under licence by companies around the world.

Government scientists realised that the properties of the dental substance could be attractive to engineers who want to protect against corrosion structures such as oil rigs.

The developments at the government laboratory come after two years of work on water-based coatings. The laboratory says it is discussing with several companies licensing deals under which private ventures could take a stake in further development of the materials.

COMPUTING

Cobol for personal micros

A FAST, inexpensive Cobol for the IBM PC is one of the first products of a collaboration between Digital Research of the U.S. and the company which pioneered operating systems for the first personal computer and Microfocus, the leading UK microcomputer software house.

The product DR Level II Cobol is a compiler (a computer program which converts Cobol instructions into machine language) certified by the U.S. Federal Software Testing Centre to meet the full ANSI specifications for high level compilers. It costs £595, but Digital Research claims that it gives the

performance of compilers costing £2,000 and more.

Software developers will pay no licence fee for applications developed with the compiler, which should reduce their distribution costs.

The principal speaker will be Mr Donald Van Doren who is president of Vanguard Communications, a New Jersey company specialising in emerging communications technologies like local networking and long distance communications.

The seminar fee will be £435 and more information can be obtained from Cindy Barnes on 01-486 0334.



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Training
Pilot testing

THE Ministry of Defence is installing a computer-based system for pilot selection at its Biggin Hill pilot aptitude testing centre.

Based on 25 torch microcomputers, each potential pilot is given a floppy disk which takes the operator through the various tests. As well as communicating via the keyboard, the workstation can be controlled by a joystick and foot pedal.

The Biggin Hill facility is used for screening many candidates in the armed services both at home and overseas including the Royal Navy as well as university cadetships and flying scholarships.

Report
Electronic mail

FROST AND SULLIVAN, the U.S.-based high technology market research organisation is to hold a seminar on electronic mail at the Connaught Room in London on April 25 and 26.

The principal speaker will be Mr Donald Van Doren who is president of Vanguard Communications, a New Jersey company specialising in emerging communications technologies like local networking and long distance communications.

The new product is important because the vast majority of business software is still written in Cobol. More from Digital Research on 0635 35304.

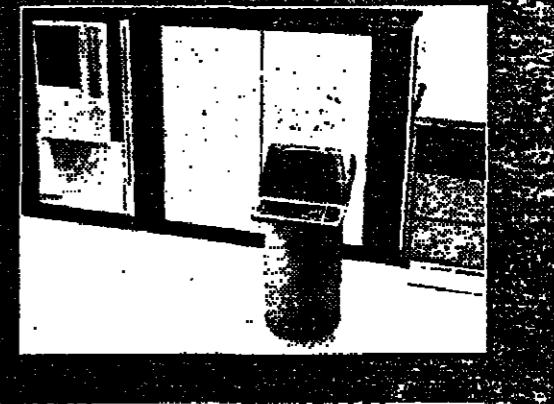
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GOULD
Electronics

THE ARTS

Rigoletto/Coliseum

Max Loppert

The English National Opera's biggest hit for many seasons returned to the repertory on Friday. The performance found the company in superb form. Every corner of the stage was alive with precisely weighed, never over-enthusiastic ensemble participation; all the smaller roles were immediately placed in the picture, and if one singled out the trio of "hood" courtiers of Terry Jenkins, Malcolm Rivers, and Mark Richardson, it is only for the bravura of their impersonations.

Such a red-blooded, nervy, acutely responsive company presentation argues for the strongest possible case for Jonathan Miller's updating of the work to the New York Lower East Side, like the early 1950s. One may continue to have, as I do, misgivings about Verdi's burning denunciation of state power licensed to easy abuse goes missing when all the characters repose on the shady side of the law, the character of the Duke becomes less, no more, than a mere translation. Yet the poetic atmosphere of the show, delivered in tones of harshly muted melancholy, overpowers cool critical observation: a *Rigoletto* as truthfully characterised and musically faithful as this, with its net of relationships drawn painfully taut, can hardly have gone badly wrong in Verdi's essentials.

All the principals are experienced — John Rawsley in the title role and Arthur Davies (Duke) are Miller's originals, while Valerie Masterson, new to this production in London, is

Radu Lupu/Elizabeth Hall

Dominic Gill

The last time I heard Radu Lupu play, two years ago, I called him a marvellous and maddeningly uneven, unpredictable pianist. From time to time, at his best, he has given some of the finest Schubert and Brahms performances that I can remember. At other times he can play so dully — or more importantly, with so little sense of engagement — that one could swear another artist entirely had replaced him at the keyboard.

I found his reading of Beethoven and Schumann on Friday evening at once, on the surface, often extremely beautiful and, musically below that surface, disappointingly self-absorbed, unengaging. The tensions in the first movement of his opening work, Beethoven's sonata op.109, could have been laid down to nerves; yet there persisted. A tendency to clip the triplets of the prestissimo's main motif, a crucial dilution of the authentic effect, was merely an awkward misreading; but the whole manner of the finale was mis-tuned, dreamily withdrawn, full of coyness, unnecessary (because irrelevant) emphases, little pedalistic rushes and lingerings.

I intensely disliked the semi-detached sonatas from the fourth variation. There are, inevitably, for Lupu, a serious and thinking artist, more than a few intriguing isolated insights; but they did not add up together to a view of Beethoven's most mysterious and elusive sonata that was especially original or convincing. Lupu's account of Beethoven's op.110 was similarly "sensitive" and "interesting" — and similarly, through lack of any real conviction and originality, eminently tame. It was significant that, as the soft pedalling in the opening pages, which nullified (in the way that he used it) the vital carrying power of the cantabile melody: a veneer of prettiness to please

First prize for First House

First House, a quartet of young jazz musicians from England, were the winners of the third International Jazz Federation European Jazz Competition at Leverkusen, West Germany. The competition attracted 125 entries from 22 countries. An international jury listened to all the tapes and selected six bands to perform in the finalists' concerts, following which the jury awarded the title "European Young Jazz Artists 1984" to First House. The quartet also received a cash prize of DM 5,000 and a commemorative plaque. The prizes were sponsored by the Leverkusen-based firm AGFA.

Architecture Colin Amery



Competition winning design by Jamieson, Lerner and Reid for post-modern public offices for Epping District Council

Enriching Epping's tradition

Architectural competitions have come in for a great deal of criticism during the last year. When Mr Michael Heseltine was Secretary of State for the Environment he was determined to increase the number of architectural competitions and he even had a go at speeding up the planning processes for developers who selected the designers of their new buildings by competition. Luckily for the democratic planning process, tedious though it often is, his precipitate Special Development Orders did not flourish.

What he did achieve was an atmosphere that encourages the idea of more competitions. Today we probably would not go all the way with Ruskin who thought that anarchy and competition were the "laws of death" but it has to be admitted that the recent National Gallery competition breed only suffering and disarray. My sympathies are entirely with the brave Peter Abrechts who won the competition and was then beaten into an impossible position by the uncertainties of his clients. No architect can adapt a winning design three times without dreadful compromise — the only honourable thing for the National Gallery is to start all over again.

The music grew more impassioned as it progressed: but that very attempt to "develop" the drama instead of plunging into it from the start was surely a misconception. Lupu didn't cheat rhythmically, as many pianists do, in the second movement's heraldic coda; but he pulled its punches by playing it *eclectico* — which in a Schumannesque context is a manner of spiritual cheating. A sold out and hugely appreciative hall evidently disagreed with me heartily.

A Cry with Sewn Lips/Theatre Upstairs

Clement Crisp

This remarkable, moving and scrupulously well performed play documents the persecution and death in prison of the Iranian poet Farokhi Yazdi. Its 13 scenes cover the period from 1908 to 1939. In the second of them, Farokhi is denounced by a mulah for a poem critical of the feudal governor. Held down by palace guards, Farokhi is thrown before the offended Zeigham who, rising from an extravagant marriage, stitched his lips together.

This is the first of the humiliations and atrocities suffered by the poet, whose tale is recounted by the author and director Iraj Jannati Ataiyan, a former prisoner of the Shah. His company of Iranian exiles, the Mardak Theatre Group, is one of the most interesting and talented to hit London in some time. They perform the play in Farsi, but an excellent synopsis is provided and the lights sensibly raised between scenes so you

can read it. In addition, of course, it is pleasant to hear this beautiful language of liquid assonance and glottal stops: among the few words to be caught on the wind are "Communist" and "Hitler." The first is used to denounce Farokhi in Parliament where in the mid-1920s he sits as one of two Opposition members. The scene ends with a violent attack upon his person — dispassionately observed — by the Persian "Speaker."

When I visited Iran ten years ago, the native theatre seemed to consist entirely of Arby, Ovanesian valetiness trying to capture actors to do a little more than just learn their lines (I saw a messily ambitious *Caligula*) and the jolly comic pantomime of the *ruslouci* Bongah Theatre. These were the days of the Shiraz Festival and I was informed that jokes about the Shah were permissible, within reason, during that two-week period.

But art is often most valuable,

as Sartre observed, when it is an uncompromised weapon of opposition. And in exile these Iranians have plenty to oppose. It fuels their acting and gives the central performance of Jamshid Ashkani a still and almost unbearable power. The stiches, of course, soon dissolve, and at the end of the First War, in Tehran, he explodes in a tea-house at the sight of a British soldier abusing a prostitute. He also attacks a succession of overweening authority figures. Bahram Ali Ahmad quite exceptional as a Sicilian judge with a Sicilian line in comic viciousness. Most of the cast of 12 also declare the historical headlines as newspaper boys: the Qajar dynasty ends, newspaper editor arrested, trans-farang railway opened, young prince engaged to Princess Foozie, political prisoners are pardoned, and so on.

In opposition, and in exile, the contemporary Iranian theatre has found its voice. It would be easy and wrong of us to underestimate the very real significance of what is now so bravely on show to the British public in Sloane Square.

Arts Guide

Music/Monday. Opera and Ballet/Tuesday. Theatre/Wednesday. Exhibitions/Thursday. A selective guide to all the Arts appears each Friday.

Music

LONDON

Queen Elizabeth Hall: Antonio Barboza, piano, Haydn, Chopin and Villa-Lobos (Tue). (9283191). Purcell Room: Royal String Quartet (Wed). (9283191).

Stockhausen's *Hymnen* (complete), BBC Symphony Orchestra conducted by Christopher Hogwood, Barbican Hall (Wed). (6288891).

Academy of Ancient Music directed by Christopher Hogwood with Emma Kirkby, soprano, David Thomas, bass, and Catherine Mackintosh and Christopher Higgs, violins.

C.P.E. Bach (Tue). Salle Gaveau (5632030).

Orchestre National de France with Radio France Choir conducted by Georges Prêtre: Berlin — Romeo and Juliette (Wed). Théâtre des Champs-Elysées (7234777).

Ensemble Orchestral de Paris with Jean-Pierre Walléz as conductor and soloist, Huguette Dreyfus, harpsichord, Paul Bonifanti, Cello, Daniel Argirou, Oboe: *Barber* family (Wed). Salle Gaveau (5632030).

Orchestra of Paris conducted by Riccardo Chailly, Brigitte Engerer, Pianist: Stepanov, Saint-Saëns, Schumann (Wed). Salle Pleyel (5632030).

Amsterdam Concertgebouw: Robert Holl, Baritone, with Rudolf Jansen, piano, Beethoven, Reichardt, Schubert, Schumann, Brahms, Wolf, Pfitzner (Mon); Amsterdam Philharmonic conducted by Thomas Sanderling, with Frans Brüggen, recorder: Mozart, Bach, Schumann (314544).

Utrecht, Muziekcentrum Vredenburg: Pascal Devoyon, piano: Mozart, French Brahms (Tue); The Utrecht Symphony Orchestra with Iona Brown, violin, and Nobuko Imai, violin: *Beethoven* (Wed).

(Wed) in the recital hall (Wed) the Gothic Voices Ensemble conducted by Christopher Page, with works by Machaut and his contemporaries.

The Amsterdam Philharmonic conducted by Thomas Sanderling, with Frans Brüggen, recorder: Mozart, Bach, Schumann (314544).

Berlin, Konzerthaus: Robert Holl, Baritone, with Rudolf Jansen, piano, Beethoven, Reichardt, Schubert, Schumann, Brahms, Wolf, Pfitzner (Mon); Amsterdam Philharmonic conducted by Thomas Sanderling, with Frans Brüggen, recorder: Mozart, Bach, Shostakovich (Tue); David Brashaw and Cosmo Gordon, piano, Schubert, Grieg, Ravelli, Ligeti, Bartók, Theil, Theil, Schubert, Liebermann, Elgar, Webern, soprano: *Beethoven* (Wed).

The Shostakovich Quartet with works by the composer. (718345).

New York Philharmonic (Avery Fisher): Zubin Mehta conducting, Kirill Kondrashin, soprano: Elgar, Webern, Strauss (Tue); Klaus Tennstedt conducting, Lorina Marcato, cello, Strauss, Beethoven (Thur). Lincoln Center (8742424).

Douglas Boyd (Kaufmann): oboe recital. Ian Burnside, piano. C. P. E. Bach.

NETHERLANDS

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The Amsterdam Philharmonic conducted by Thomas Sanderling, with Frans Brüggen, recorder: Mozart, Bach, Schumann (314544).

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Monday January 14 1985

Challenging Mr Scargill

IT IS now quite possible that the British coal strike will last a year, perhaps longer. The country has learned to live with it. There have been no power cuts, even during the present miserable weather, and there are none in prospect. Whatever the final outcome, it is pretty clear that Mr Arthur Scargill, the president of the National Union of Mineworkers, will not win—in the sense of forcing a humiliating climbdown by the Government and the National Coal Board. Indeed, it is conceivable that the effective end will come when sufficient miners go back to work to produce enough coal for the country's requirements. Mr Scargill and some others may still stay out, but they will have lost their influence.

The strike is not the worst possible result, but neither is it entirely satisfactory. The Government and the country may have survived the strike, but they will still have to live with its consequences. In many ways these have been immensely damaging.

They have been damaging to the NUM and its members: witness the prospect that the Nottinghamshire contingent might be expelled from the national union. True, there have been precedents for that and there is something to be said for negotiations being conducted at a regional rather than national level. But this will not be a symmetrical split and, in any case, Mr Scargill is putting the national union in a position of not being able credibly to call a strike again in the foreseeable future. He is destroying rather than consolidating his power base.

TUC damaged

The strike has been damaging to the trades union movement as a whole, and particularly to the Trades Union Congress. The TUC has tried at times to support the strike, and at others to mediate. It has come out looking divided and impotent. That does not inspire much confidence in its capacity for benign influence in future industrial relations.

The strike has also been damaging to the constitutional left across the board. Mr Neil Kinnock has been denied the joyride that he might have had as the new leader of the Labour Party. Quite often he has not known which way to turn, avoiding the picket lines for months, suddenly appearing on

them just after Christmas. It is still not known precisely where he stands, except in a state of considerable embarrassment. Moreover, the inquest is still to come. There will be many on the hard left who will blame the leadership of the Parliamentary Labour Party if Mr Scargill is seen to be defeated.

Not least, the strike has been damaging to the British economy. Certainly the cost has been bearable and probably it was one that had to be paid in the circumstances. Yet the year 1984 would have been calmer economically if the strike had not taken place. Residual problems will remain even when it is over: like what the policy for coal is going to be on British Rail, which may have lost some of its coal transport for good. The effects of the strike must be reverberating throughout the economy in lots of ways that have yet to be foreseen.

From all this damage two conclusions can be drawn. The first is that there is nothing more that the Government or the coal board can offer than what is already on the table. The NUM cannot be allowed the right of veto over the closure of pits which are judged to be uneconomic, and therefore force up the average price of coal. It might help if the Government and the NCB were to explain their case yet again from the beginning, with all their offers to cushion the miners from hardship.

The second conclusion is that it is up to the left to help itself. It is the left which is being most hurt by the dispute and which is showing not the slightest sign of recovery. On the contrary, it is beginning to fragment faster than ever. Sometime soon the TUC, the Labour Party, the individual unions, the rest of the members of the executive committee of the NUM—preferably a mixture of the whole lot—are going to have to stand up to Mr Scargill and tell him he is wrong. For not only has he not saved a single pit or miner's job, he is destroying countless other jobs besides. What began as an industrial dispute is turning into a calamity for the left. The country can survive that if it has to, but the left really so feeble that it can allow itself to be trampled on by Mr Scargill?

The amnesty offer in Nicaragua

Sr DANIEL ORTEGA has marked his inauguration as Nicaragua's new president with an amnesty offer to the regime's enemies which appears both far-reaching and conciliatory. On condition that the U.S. backed guerrillas forces lay down their arms, anyone can benefit from the amnesty and under Red Cross auspices be reintegrated into society.

The Marxist-oriented Sandinista government has made amnesty offers before and some members of the rebel groups have taken advantage. But until now the amnesty has excluded all the leaders and has had no impact on the level of rebel military activity or on the willingness of the main groups to talk peace.

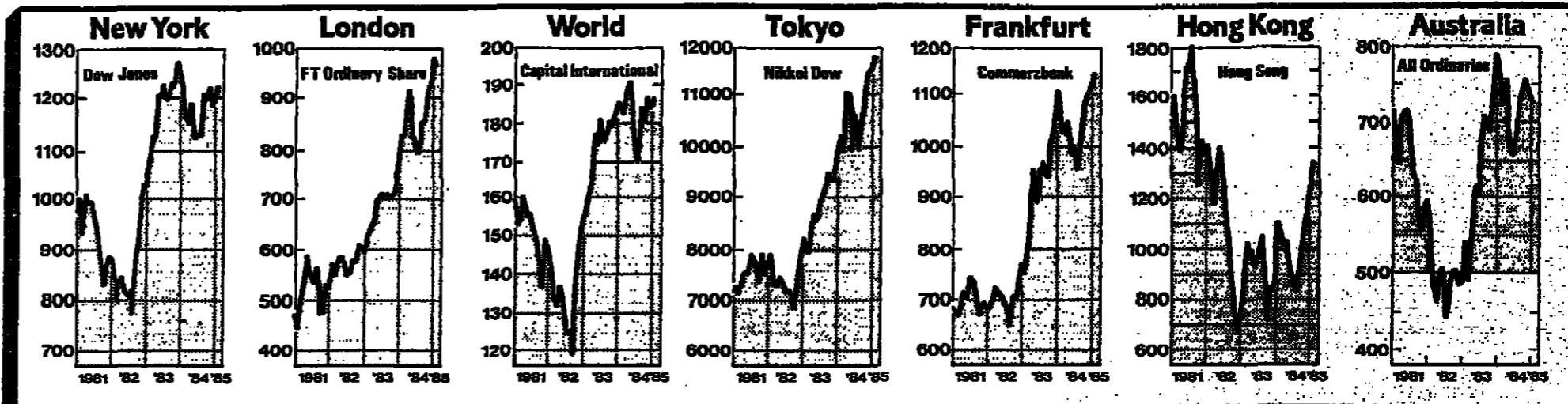
The regime's opponents, whether in Washington or among the "contra" rebels, can easily read into this offer a sign of weakness. The argument that the escalating conflict is having a damaging effect on Sandinista morale, severely disrupting the economy and as a result making the Government more flexible.

Propaganda

The temptation therefore is to ignore the proposal, dismiss it as a propaganda effort to undercut the Sandinistas. Administration's fresh attempts to secure new funds from Congress to pursue what has become the CIA's most publicly known "covert" operation.

Although the Sandinistas would like to end the fighting, there are limits to the concessions they can realistically make. Since the contras refused to take part in last November's elections, the amnesty offer is about as far as Sr Ortega can go under the circumstances. The offer deserves serious consideration. No Left-wing government in Latin America has offered such amnesty to its armed Right-wing opponents.

It comes at a potentially crucial juncture. Although the contras have had their formal U.S. financial aid cut, indirect assistance has still been reaching them. Nevertheless, to survive they need new congressional money. They also need the continued goodwill of Honduras where the bulk have their rear bases. Honduras has be-



WORLD STOCK MARKETS

Equities scale new peaks

By Martin Dickson and Gordon Crumb

STOCK MARKETS around the world have begun the New Year in appropriately cheerful mood, with indices reaching record peaks in London, across Continental Europe and in Tokyo.

In London, it looked at one point last week as if the FT Ordinary index was in a race with sterling to the record books: it was heading as fast towards 1,000 as the pound was dropping towards parity with the dollar.

Tokyo managed to push its record-breaking December run even higher, while across Europe new peaks were reached in Frankfurt, Paris, Amsterdam, Zurich, Milan, Oslo and Madrid.

New York, although some 60 points short of the peak in the Dow Jones Industrial average, was reached in November 1983, was also on an upward trend

strength of the dollar, corporate profitability, depressed commodity prices and that indefatigable factor, investor sentiment.

Perhaps above all, eyes remain firmly focussed on an uncertain immediate future for the U.S. economy, given that either recession or steady growth in America has major repercussions on the rest of the world.

Sentiment on Wall Street is particularly mixed, with analysts split between those who foresee a sluggish market in 1985 and those who believe it is on the point of a strong rally.

"The mood of the professionals is one of confusion," said Mr Robert Stovall, a vice-president at broking house Dean Witter Reynolds.

Uncertainty about the future direction of the U.S. economy contrasts sharply with the relatively buoyant economic picture in Europe and Japan, which has helped underpin the rally in these centres.

In the UK, for example, real economic growth is expected to be in the order of 2½ to 3 per cent this year—all but unassailed by the miners' strike. West Germany, which has bounced back from last year's metalworkers' stoppage, could experience a 3 per cent increase.

Higher growth coupled with lower rates of inflation should in turn feed through to the profits of companies where productivity has already been boosted by recession-induced slimming programmes.

Many European and Japanese companies are also benefiting greatly from the relative strength of the dollar against their national currencies, which is boosting export receipts and the repatriated profits of businesses with U.S. subsidiaries.

In Japan, an additional factor is the injection into the equity market via investment trusts of workers' sizeable end-of-year bonuses.

However, more fundamental forces than these are at work: the outlook for the world economy and interest rates, the

dollar has been high interest rates, which have hit European corporate profitability. However, nudged by the U.S. Federal Reserve's pre-Christmas cut in the discount rate, interest rates in a number of centres now seem on a downward trend—despite the UK's one point rise in base rate on Friday.

In the markets' view however, all these factors should add up to a healthy rise in European and Japanese corporate profitability in 1985, on top of an excellent result in 1984.

For example, in Britain, where Government tax cuts worth £3bn could be in prospect, brokers are forecasting pre-tax profit increases of around 15 per cent this year, on top of the 18 to 20 per cent in rises estimated for 1984. Dividend growth is likely to be

prices is helping to keep down the cost of manufacturing and shipping goods, whilst a generally pessimistic outlook for gold helps to deflect investment demand into equities.

Where there are beneficiaries from low commodity prices there are also losers though, notably the resource-based markets of Australia, Canada and South Africa, where indices overall stand well below their 1984 high points.

Again, the effects work in differing ways for each market. Johannesburg gold shares are at historic highs in rand terms because the local currency's precipitate fall against the dollar—it has halved in value since early 1982.

Gold accounts for almost half of South Africa's total exports by value. While the other two

the tax structure due in mid-year is making for uncertainty. As for South Africa, companies face daunting provisions to finance dollar borrowings made in past years.

Britain, although now one of the world's leading oil producers, finds itself in a more comfortable position against a background of lower energy prices: for falls in its dollar-denominated earnings from the North Sea have been offset by the sinking sterling-dollar exchange rate, boosting the Government's sterling income and aiding exporters.

The general buoyancy of world stocks nevertheless helped Hong Kong rise to the level of last week to its highest level since June 1982. But the main reason for the bull run of the past two weeks is the re-emergence of confidence following the agreement between Britain and China on the colony's future. Political uncertainty, in a market dominated by volatile property stocks, had kept local share prices depressed—despite the strong performance of the economy.

Hong Kong, however, is very much a case on its own. The question facing most European markets and Japan is how much further they can rise.

Confidence in Hong Kong's future reflected in bull run

Overshadowing all forecasts, the U.S. economy is moving in a very different cyclical pattern to Europe and the Far East

through much of last week. By Friday a duller tone did settle over most markets—but the mood generally remains robust.

So what lies behind this optimism and how strongly based is it?

To some extent, the upturn may be seasonal. The turn of the year has traditionally been accompanied by strong buying in most world markets as institutions receive their annual coupon payments on government bonds and other investments.

In Japan, an additional factor is the injection into the equity market via investment trusts of workers' sizeable end-of-year bonuses.

However, more fundamental forces than these are at work: the outlook for the world economy and interest rates, the

more modest—possibly around 10 per cent—but still a good five percentage points above the rate of inflation.

Institutional investors in Europe and Japan are already flush with cash, thanks to good 1984 dividend payments (and a record wave of highly profitable takeover bids in the case of Britain, where institutions are currently estimated to hold some \$200 billion of cash and liquid assets).

All the money is seeking a home, and much of it is going into equities—as we seem to be substantial flows of U.S. institutional money attracted by the relative cheapness of many European markets.

Also buoying the Japanese and most European markets is the depressed level of world commodity values; a persistent downward pressure on oil

producing countries are far less dependent on the metal, distress has nevertheless been felt on the Australian gold boards. One broker puts the break-even point for even the most efficient of quoted gold producers there as not much below \$230 an ounce. With bullion hovering either side of \$200, the slide in the metal has already rendered the majority on the list marginal.

Many Canadian and Australian stocks are near 12-month lows and there are few other areas of cheer in the markets. Canadian oil producers under a budget deficit slightly larger than that of the U.S. in proportion to gross national product.

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Men and Matters

Diverging trends

It is sometimes hazardous to use extracts from newspaper articles in advertising copy, but the Confederation of British Industry hardly expected to be stirring up trouble when it used a quotation from the FT to promote its stably respectable Industrial Trends Survey.

The advertisement, intended for display in the Department of Trade and Industry's magazine of British Business, quoted from a recent FT story which drew attention to discrepancies between official statistics for industrial production and the CBI survey results.

Our story had commented that Treasury economists "were inclined to give more weight" to the CBI results than to more pessimistic figures from the Central Statistical Office.

Perhaps the FT had touched a raw nerve. Sensitive DTI officials vetted that part of the advertisement and it was replaced by a moreodyne piece— "we are going to get it right."

The City of London is offering an impressive site—the Whitefriars area between the Thames and Fleet Street, some 112,000 sq ft of prime office space. It would be hard by the law courts, the barristers' inns and Chancery Lane where the Guildhall School of Music and Drama.

Planning permission already exists for a suitable new building on the site which until recently has been the home of the Guildhall School of Music and Drama.

Meanwhile, the reshuffle beck at Burson sees William Noonan, former president of the U.S. operation coming to London as chief executive. That could prove to be a holding operation with Frank Barnard and Josephine Lundberg, the present joint MDs, being among the long-term favourites to succeed Watts.

Iain Mills, the Conservative MP who is co-ordinating the British drive to secure the

office, is off to London's East End docklands this week to examine yet another proposed site. And Croydon has put forward an attractive proposal in one of the best office development areas in the land.

As ever money will talk. The Duke of Westminster, owner of the St George's site through his Grosvenor Estate, is in a position to make his offering financially attractive. And the City of London believes it is rich enough to avoid the ignominy of being outbid.

Watts, who is a former chairman of the Public Relations Consultants' Association, intends to go it alone from next month. He also assures me that he will not be poaching any staff or clients from his late employers as often happens in PR and advertising trades.

But the real surprise surrounding Watts's move is that part of the trade mark office is just such a prize—we are going to get it right!

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Observer

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Armen Trust Ltd.	10½%	Lloyds Bank	10½%
Associates Cap. Corp.	9½%	Mallinhal Limited	10%
Banco de Bilbao	9½%	Edward Mansons & Co. Ltd.	10½%
Bank Hapoalim	9½%	Meghraj and Sons Ltd.	10½%
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Bank of India	9½%	National Bd. of Kuwait	10½%
Bank of Scotland	10½%	National Girobank	9½%
Bank Belge Ltd.	9½%	National Westminster	10½%
Barclays Bank	10½%	Norwich Gen. Trst.	10½%
Beneficial Trust Ltd.	10½%	People's Trst. & Sv. Ltd.	10½%
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January 14

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confidence in
long term's
future reflected
in bull run

FOREIGN AFFAIRS: ARMS CONTROL TALKS

Why the medium is the message

By Ian Davidson



Mr Gromyko (right) and Mr Shultz in Geneva

THE U.S.-SOVIET agreement to reopen arms control talks raises two general questions. First, is this an indication of a political thaw, a symptom of a new readiness on both sides to reduce tensions and work for a better general relationship? Second, will the vastness of the agenda adopted for the new talks prove an obstacle to progress, or will the very process of debating the essential ingredients of arms control induce a more durable confidence in the stability of the nuclear balance than has been achieved by previous agreements? Neither question can be answered yet, but they may be the litmus test by which the negotiations will be judged as they grind on in the months and years ahead.

President Reagan's political objectives are almost as difficult to fathom as those of the Kremlin. A year ago he said he wanted to establish a better working relationship with the Soviet Union, one marked by greater co-operation and understanding, and he repeated the wish in his September speech to the United Nations. No doubt he had in mind personal goals that could not be made public; this kind would be helpful for his re-election, and perhaps, for all we know, he really wants to crown his second term and his political career with a major foreign policy achievement. Yet it is hard to suppose that he has abandoned his visceral hostility towards the Soviet Union as an evil empire, or expects any radical modification of Soviet policies.

No such radical modification has taken place as a result either of President Reagan's bluster-and-thunder rhetoric early in his first term or of the American arms build-up, nor is it likely as a result of softer rhetoric and more regular dialogue between Moscow and Washington. The high risk of direct conflict with Soviet forces to extend its footholds abroad, in Angola and Ethiopia, and it would be prudent to assume that the Soviet Union will continue to be a cautiously expansionist power, anxious to avoid unnecessary risks, but always on the look out to strengthen its empire.

Some degree of confrontation between the superpowers is, therefore, almost inevitable, because the Russians are expansionists, and the more invi-

able so long as Ronald Reagan is in the White House because they are Communists to boot. Yet in practice, the past four years have been marked out the ground much more by silence than by any significant advance by either side. The angry rhetoric of the superpowers has alarmed ordinary people everywhere, but it has not been matched by especially dangerous action.

The essential requirement for both of the superpowers is that they should guard against any avoidable risk of direct military conflict with each other, for that would immediately raise the spectre of nuclear escalation.

It is tempting to speculate on the delightful consequences that might accrue if, for example, Moscow and Washington were jointly to agree to seek a Middle East settlement by convening some kind of big-power conference. There are just two problems. Neither Israel nor Syria shows any sign of seeking a negotiable settlement; and the Americans have bent their best efforts for the past 15 years at keeping the Russians out of any significant role in Middle East diplomacy.

A U.S. delegation has just held what are claimed to be successful trade talks in Moscow, but perhaps the success was more symbolic than real. Even if the Commerce

Department genuinely wants to improve the trading relationship, the political restraints are bound to remain severe. Since there is little chance of bringing about modifications in the Kremlin's general policy objectives directly, and none of changing the Reagan administration's perceptions of these objectives, it may be that the only way to reduce fear and hostility is through the arms control process.

But the new arms talks are going to have to be very different from those that have gone before. The first Strategic Arms Limitation Treaty (SALT I) of 1972 did not do a whole lot to limit strategic arms, but it seemed worth having because of the halo effect of the atmospheric tests. Those atmospheric tests proved largely illusory, so this time round the results of arms talks will have to be justified purely on their contribution to military stability and predictability.

Dispassionate analysts may argue that the disparities in force structure between the superpowers, or the proliferation in warhead numbers since 1972, are insignificant in terms of nuclear stability, because of the vast redundancy of retaliatory capacity on both sides.

The fact remains that the deals of the 1970s left loopholes for unanticipated developments

(the multiplication of warheads on increasingly accurate Soviet missiles), or failed to legislate adequately for modernisation and new weapons systems (se-launched cruise missiles). Even if the dispassionate analysts are essentially right, psychological fears of Russian intentions and suspicions of their future plans in weaponry, have driven the alarms and excursions which have caused such traumas in East-West relations and inside the Atlantic Alliance in the past four years. If arms control is to be useful, it must do better.

Hawks in the Reagan administration, who are instinctively opposed to arms control on the historical record, respond to political pressure for negotiations by insisting on impossible conditions, since they believe the Russians are bound to cheat if they can get away with it. Their recipe for doing better is to demand quite unrealistic reliability in verification, as for example in the U.S. proposals for a treaty banning chemical weapons.

Yet it is arguable that absolute accuracy in verification, besides being unattainable vis-a-vis a country as secretive as the Soviet Union, may in some contexts be less important than the ability to detect non-compliance when it starts to reach military significant levels; and it is probable that water-tight verification would become a less contentious issue, if there were more openness about future modernisation and deployment plans. The fears of American opponents of arms control are based less on what the Russians can do today, than on what they might seek and be able to do tomorrow.

It will therefore be very interesting to see whether the U.S. negotiators put forward an idea sketched out by President Reagan at the UN last September: that the two sides should consider the exchange of outlines of five-year military plans for weapons development and their schedules of intended procurement. Apart from the intrinsic merit of the idea as a contribution to confidence and as an essential component of any arms control framework which is intended to be permanent, there are at least

two

reasons

why

the new

negotiation

will

have

to grapple

with

the problem

of the future

than its predecessors did: the U.S. Start proposal for reducing nuclear weapons, and its Star Wars research programme.

Ostensibly, both sides are committed to radical reductions in nuclear weapons; the U.S. Star Wars called for a one-third cut in nuclear warheads and would require significant restructuring of forces, especially in the Soviet Union. Even if the Russians accepted the rationale for the American plan—the achievement of greater nuclear stability—the cuts and the restructuring would have to be spread over many years, at least a decade and probably more. Therefore any agreement on these lines would have to be valid for at least 15 and probably 20 years, so it would also have to be legislated for adaptations to the light of new technological developments. There would be little point in negotiating away all ballistic missiles if their place were more than compensated by cruise missiles.

Star

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As a research pro-

gramme

it is not banned

by existing arms control agree-

ments, nor could its banning be

verified. The American offer is to negotiate on what the super-

powers

should make possible an

effective defence against nuclear

missiles, ten or more years from

now. Many experts believe

that a leak-proof space-based

defence is merely science fic-

tion, and that the most prob-

able outcome will be an im-

proved land-based defence of

missile silos. Even that

would require a renegotiation

of the Anti-Ballistic Missile

(ABM) treaty and its extension

many years ahead—or else its

abrogation and an unlimited

new arms race.

The

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that

there

can

be no agreement on

offensive weapons unless there

is also a deal on defensive

systems. It also seems clear

that the negotiations will fail

or at least be permanently

deadlocked, unless they grapple

effectively with the problems of

the future.

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however, to analyse rather than predict. Just as the world stagflation was triggered by the oil price increase of 1973 and 1979, a major reduc-

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in oil prices now could

boost world recovery. It should

not be forgotten that because

of the rise in the dollar, oil

prices in most national currencies have risen.

According to Mr Davies, a further 20 per cent fall in the dollar price of oil would raise OECD GNP by 1 per cent in 1985 and a further 1½ per cent in 1986, while inflation would be reduced by an average of 1 per cent in both these years. The impact on inflation from lower oil prices is obvious. But in addition the terms of trade of the industrial countries and their consumers' real income would improve. This would be the Opec explosion in reverse.

Most other forecasters would

agree with the broad conclusion, if not the exact numbers. The controversial question is whether Britain's position as an oil producer changes the argument. The argument, Mr Davies says, is that the Treasury has to put off price cuts by BNOC. But public relations skills of Mr Peter Walker, the Energy Secretary, are an issue on which the Chancellor is likely to win in the long run, both because he is in charge of the Budget and because the Treasury has to finance the losses incurred by BNOC in supporting the oil price.

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Mr Gavin Davies of Simon and Coates, has come quite close to the Treasury's attitude.

It

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for the authorities to stop acting as if they were paid up members of Opec in all but name, and for them to realise that they have little to fear, and possibly much to gain, from a gradual reduction in world oil prices. Whether they have any safe means of starting a decline in oil prices seems very questionable, but the British Government certainly has the power to lessen its policy of active support for high oil prices, and to move towards a more neutral position. Mr Davies suggests that BNOC should change to a formula linked to market prices, which is one of the possibilities now under study.

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Obviously the exact UK arithmetic is highly conjectural. But the benefits to world trade and activity are pretty clear; and some of the gains at least will be shared by the UK. The gradualist move from an oil sheikh mentality to neutrality is the minimum UK policy change required. Committed cartel busters would go much further.

Lombard

The UK attitude to oil prices

By Samuel Brittan

THE BRITISH Chancellor, Mr Nigel Lawson, is not in the habit of answering the people whom one of his predecessors, Mr Denis Healey, described as "the young men who write briefs and memoranda". This name off his merits as well as its drawbacks. But it has allowed him to gain ground on one particular issue. This is that the Chancellor is interested in keeping the price of oil as high as possible to maximise government revenue and thus his scope for tax cuts.

Such an attitude may describe the approach of the Department of Energy, which has done everything possible to put off price cuts by BNOC. But despite the short-term public relations skills of Mr Peter Walker, the Energy Secretary, an issue on which the Chancellor is likely to win in the long run, both because he is in charge of the Budget and because the Treasury has to finance the losses incurred by BNOC in supporting the oil price.

There is no reason to go to the other extreme and suppose that anyone in the Government wants to try to bust the Opec cartel—for instance, by asking BNOC to sell its oil at \$23 per barrel. In fact one young man who writes brokers' circulars, Mr Gavin Davies of Simon and Coates, has come quite close to the Treasury's attitude.

"It is surely now time," he writes, "for the authorities to stop acting as if they were paid up members of Opec in all but name, and for them to realise that they have little to fear, and possibly much to gain, from a gradual reduction in world oil prices. Whether they have any safe means of starting a decline in oil prices seems very questionable, but the British Government certainly has the power to lessen its policy of active support for high oil prices, and to move towards a more neutral position."

The main part of the Simon and Coates paper is concerned, however, to analyse rather than predict. Just as the world stagflation was triggered by the oil price increase of 1973 and 1979, a major reduction

The U.S. dollar mountain

From Mr W. Hawkins



FINANCIAL TIMES

Monday January 14 1985



Terry Byland
on Wall Street

Drugs find the right medicine

THE renewed burst of strength in the dollar has turned the attention of some Wall Street pundits back to the question they were asking themselves 12 months ago. "What are the chances of the dollar peaking out this year and what would that mean for export-oriented stocks?"

The temporary weakness in the dollar on Wednesday found an immediate response from pharmaceutical stocks, which bounced ahead vigorously. The large drug companies are international almost by definition, taking 50 per cent or more of their sales from outside the U.S. A lower dollar should improve the competitive edge of the drug companies in international markets, as well as benefiting profits when foreign earnings are repatriated.

As we now know, however, the dollar did not fall in 1984. Yet in one of those perverse moves which make markets what they are, drug stocks soared ahead strongly over the 12 months, easily outpacing the rest of the market.

Stock prices for Bristol-Myers, Upjohn, Pfizer, Warner-Lambert and several others rose by 15 per cent and more. The Standard & Poor's 400 index barely changed over the year, while the Dow Jones industrial average shaded lower.

Stock	Price \$	% rise since 1983
Bristol-Myers	51%	21
Upjohn	65%	13
Merck	92%	2.2
Warner-Lamb.	35%	20

Several factors lay behind this favourable, but at first glance, irrational performance. In domestic markets, drug stocks responded to the general strength of the health care sector, which found that the new payment structure for Medicare proved a boon to efficiently managed hospitals.

The drug companies themselves were attractive to investors because of their financial strength, which showed itself in share repurchase programmes by several of the major names.

Moreover, it was a good earnings year, with Bristol-Myers, Pfizer, and Merck prominent among those likely to show profit gains of more than 10 per cent at the fiscal year-end. Maintaining the perverse side of the market's nature, the higher the dollar soared, the more convinced were some investors that its fall could not be long delayed.

As 1985 gets under way, Wall Street seems to believe that pharmaceuticals will again prove an excellent investment. Many of the bull factors of 1984 remain in play. The drug companies are still financially strong, and they will benefit increasingly from the rapid growth of the health care industry in the U.S. as well as in the UK and Europe. The big names have new drugs on the market, with excellent potential. Bristol-Myers has Buspar, a tranquiliser, Pfizer has Sorbin for diabetes and cataract treatment, and Warner-Lambert has Maxcam for arthritis.

There are more specific reasons, however, why the drug groups are favoured. The economic outlook is less certain this year and the sector always stands out in a defensive stock market, since sales, if anything, increase as consumers reduce other, more frivolous, spending, to weather the bad times.

Wall Street profit forecasts for the sector range to around 14 per cent for fiscal 1985, which contrasts sharply with predictions for the industrial market as a whole. Some analysts are expecting a "flat" year for corporate profits, and even the optimists stop well short of 10 per cent.

Mr Ronald Nordmann of Oppenheimer expects Pfizer to increase profits by 15 per cent to \$350 a share this year. Pfizer is strongly dollar-oriented, with more than half its sales chalked up in foreign currencies. Profit margins are strong, and Feldene, Pfizer's anti-arthritis drug, is enjoying phenomenal success in the U.S.

He also predicts a good year for Merck, profits gaining perhaps 12 per cent, despite the growing competition for its two most important drugs - Aldomet, for high blood pressure, and Indocin, an anti-ulcer compound.

Both stocks trade at around 14 times earnings, which is at the top end of the sector range, and compares with around 10.4 per cent on the S & P 400 index.

A downturn in the dollar could therefore be regarded as just the icing on the cake for the drug companies. Nevertheless, last week's upturn in the stocks, which put 51% on Merck within a few minutes trading, suggests that the stocks would move smartly if the dollar began to tremble. All that, plus a 14 per cent gain in profits, could be just what the doctor ordered for pharmaceutical stocks in 1985.

STERLING'S DECLINE IS BOOSTING SALES IN BRITAIN AND ABROAD

Falling £ delights UK industry

Joan Gray, John Griffiths, Tony Jackson, Lynton McLain, Ian Rodger and Lisa Wood write on the industrialists who are making the most of every point in the pound's slide

THE FALL of sterling may be bad news for those Britons who take their holidays abroad but it has been an almost unmitigated boon for British industry, helping it to boost sales and profits both at home and abroad.

Leading industrialists who three years ago were complaining bitterly about the high value of sterling are delighted with the current exchange rate.

Mr George Russell, managing director of British Alcan Aluminium, said: "compared to what I was facing three years ago, this is a joy ride."

Their pleasure is enhanced because the customary negative consequence of devaluation - rising costs of imported raw materials - has been softened by falling price trends in the major international commodities, such as oil and metals.

The improved terms of trade are not showing up much yet in official figures. By last October manufacturing output was only 2.5 per cent higher than a year earlier and the rate of non-oil imports was still growing faster than that of exports.

Industry leaders interviewed in an informal FT survey last week said this was because they competed mainly with European and Japanese companies, and sterling's fall against the yen and leading European currencies had been too recent to have had a strong effect. They are confident about this year, however, provided sterling does not rise much.

Mr John Allenby, joint managing director of Guest, Keen and Nettlefolds said: "If, in order to keep them low, we have to make concessions on the exchange rate, that is what I would rather do."

So far companies with major trading interests in the U.S., such as British Petroleum, Grand Metropolitan and BOC, have been the main beneficiaries. The U.S. economy has been strong and the pound's sharp fall against the dollar has made their improved U.S. results look even better when expressed in sterling.

BOC's operating profits in the Americas, almost all of which come from the U.S., in the year to September 30, 1984 were up 39 per cent, but when translated into sterling, they were up by 8 per cent.

UK manufacturers with large export business in the U.S. are also

doing well. The U.S. sales of Jaguar, the specialist car maker, rose from 10,349 units in 1983 to 18,000 last year. Like its main competitors, Jaguar has held its U.S. prices - in the \$31,000 to \$33,000 range - resulting in a big foreign exchange gain.

Jaguar officials insist they need the money badly for the group's large and long-delayed model and plant investment programmes.

Makers of agricultural tractors have enjoyed a year of healthy growth despite depressed world markets, largely because of their competitiveness in the U.S. Tractor output was up 18 per cent and total exports were up 25 per cent in value last year.

Bridgeport Textron, Britain's largest machine tool builder, enjoyed a 25 per cent rise in volume last year, partly as a result of trebled exports to the U.S. The company has taken on an additional 200 employees to meet its increased workload.

Another trend has seen U.S. manufacturers purchase more components in Britain. Mr Lees said GKN's exports to the U.S. mainly of car components, jumped more than a quarter in volume last year. This was not so much because of new contracts or customers but because U.S. manufacturers, in cases of dual sourcing, bought more from the cheaper source.

On the negative side, the decline of sterling against the dollar increases the material costs of most of British industry, and in some cases, the financing costs too. John Brown, the engineering group, almost went bankrupt two years ago because the earnings of its U.S. subsidiaries slumped so that more sterling was needed to pay the interest on its large dollar borrowings. UK industrialists say they now ensure that their dollar borrowings are well covered by dollar earnings.

Materials costs are more difficult to control. ICI, for example, spends about \$11bn a year on oil and chemical feedstocks. The British Steel Corporation spends about £1.5bn (£1.7bn) on raw materials, most of which are imported and paid for in dollars.

BSI has said every one cent decline in the value of sterling costs it about £1m. Most large commodity purchases are arranged on long-term contracts, but anyone who used the spot markets last year would have been able to offset the effect of the more expensive dollar. Oil and alumina prices fell by about

one tenth in dollar terms, while iron ore prices were flat.

Some industries which import materials paid for in dollars can more than offset these costs by pricing their finished product sales in dollars as well. The aerospace industry is perhaps the best example, with most sales of civil aircraft and engines around the world made in

a tenth in dollar terms, while iron ore prices were flat.

Midland Bank's justification for holding its 1984 dividend is by now thoroughly familiar. A reduced payment, so the argument runs, would save very little money in the context of the group as a whole and might cause a damaging loss of confidence on the part of depositors. In achieving a marginal improvement to its capital ratio the bank could suffer a sudden deterioration in its liquidity position.

The weakening of sterling could also take some steam out of the threat by Austin Rover chairman, Mr Harold Musgrave, to make more of the group's £500m worth of annual purchases abroad. In achieving a marginal improvement to its capital ratio the bank could suffer a sudden deterioration in its liquidity position.

That view admittedly has something to recommend it, but it cannot be right that a policy which would be seen as commercial lunacy in an industrial company suddenly becomes sound practice in clearing bank. From a financial perspective the argument is palpable nonsense.

In 1979 Midland saw fit to pay a dividend covered 5.8 times by earnings. Four years later the cover had slipped to 2.4 times and the £50m payment on 1984's results will, by the bank's own admission, be met partly from reserves. With such a history of progressively declining dividend cover Midland cannot convincingly argue that the 1984 payment is justified by the current year's prospects.

The company wanted to switch its purchases of ballast weights, masts and braking systems to the UK from European suppliers. "We are reviewing the situation daily, but the exchange rate moves have been too short and too shaky so far," Mr Allenby said.

Elsewhere in the engineering industry similar changes are occurring. Mr Allenby of Lansing said there were indications that "importers are finding it a little harder to let customers name their price." He was also looking forward to improving margins on the company's continental European sales, where subsidiaries were still trading at break even at best. Lansing exports 40 per cent of its output and two thirds of the exports go to the continent.

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Large capital goods makers and engineering contractors said the lower exchange rate could help them win overseas orders, particularly when, in the cases of power stations and steelworks, for example, they are based on significant French francs.

Mr John Lippitt, export director of the General Electric Company, said: "The currency we tend to watch most is the yen. We usually find in a tender battle that when we have overcome everyone else, we end up slugging it out with a Japanese contractor."

It should also be noted that contractors buy more materials for their overseas projects in the UK. Mr Cyril Wyatt, chairman of Costain, said: "We buy equipment, materials and labour from the lowest price source so we are not directly affected by the lower pound, but it could affect the degree to which we source things in the UK."

It holds out the prospect of significant changes in the sourcing patterns in the motor industry. The UK imports about 30 per cent of its vehicles sold in the UK from continental Europe. A company spokesman said substantial changes in sourcing could occur in the future, but on clear evidence to support the pound had settled at a lower level.

Materials costs are more difficult to control. ICI, for example, spends about \$11bn a year on oil and chemical feedstocks. The British Steel Corporation spends about £1.5bn (£1.7bn) on raw materials, most of which are imported and paid for in dollars.

BSI has said every one cent decline in the value of sterling costs it about £1m. Most large commodity purchases are arranged on long-term contracts, but anyone who used the spot markets last year would have been able to offset the effect of the more expensive dollar. Oil and alumina prices fell by about

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INTERNATIONAL CAPITAL MARKETS

U.S. MONEY AND CREDIT

INVESTORS in the U.S. government bond market are playing it safe. They are beset by uncertainties about the strength of the rebound in U.S. economic activity and how the Fed will respond to the apparent pick-up in monetary growth, which is coinciding with slumping commodity prices and a record-breaking dollar. They remain ultra-cautious.

This is most evident in the widening of the yield curve in the final quarter of 1984, reflecting the sharp decline in U.S. short-term rates. Long yields have changed little since November, while bill rates have plunged by nearly 150 basis points. The result is a sharply positive sloping yield curve and an all-time record 238 basis point gap between one and seven year yields.

This trend continued last week as money market rates fell by between 5 and 15 basis points, while the yield on the 20-year bond fell just 4 basis points and the Treasury long bond yield, with the price stuck on 101, was unchanged at the Friday close at 12.62 per cent.

Market nervousness has been heightened in recent weeks by a series of developments.

U.S. MONEY MARKET RATES (%)

	Last Friday	1 week ago	4 wks ago	—12 months—
Fed Funds (weekly average)	8.25	8.27	8.25	11.75 (new)
Three-month Treasury bills	7.77	7.82	7.86	10.77
Six-month Treasury bills	8.05	8.16	8.25	10.83
Three-month prime CDs	8.20	8.25	8.65	11.90
90-day Commercial Paper	7.90	8.10	8.50	11.38
90-day Commercial Paper	8.00	8.20	8.65	11.40

U.S. BOND PRICES AND YIELDS (%)

	Last Friday	Change	1 week ago	Yield	1 week ago
Seven-year Treasury	100%	+ 1	11.47	11.85 (new)	
20-year Treasury	99%	+ 1	11.78	11.82	11.70
30-year Treasury	101	-	11.62	11.62	11.58
New 10-year "A" Financial	W/A + 1	-	12.30	12.30	12.25
New 10-year "B" Financial	W/A + 1	-	12.30	12.30	12.25
New "AA" Long industrial	W/A + 1	-	12.30	12.51	12.51

Source: Salomon Bros. (estimates) Money Supply: In the week ended December 31 M1 fell by \$500m to \$25.2bn on an upwardly revised \$257.7bn. In December M2 increased by \$28.2bn to \$22.575.5bn and M3 by \$33.6bn to \$7.259bn from the previous month.

First, as was to be expected after the recent shift in Fed monetary policy towards more accommodation, the monetary aggregates have bounced back. As the reaction to last week's smaller than expected \$500m M1 decline showed, the markets have once again become extremely jittery about the direction of the economy.

M1 and M2 rose at annualised rates of 10.7 per cent and 14.8 per cent respectively in December.

Second, there is growing evidence of some accompanying rebound in economic activity—although the signals remain mixed.

A flood of December economic data is due out this week and, as Dr Henry Kaufman of Salomon Brothers notes: "December employment gains suggest associated increases in personal income and industrial production. Therefore the market will be watching for the trends in retail sales and consumption due out this week."

If strong, they would indicate the probable drawdown of the inventory overhang and confirm the growing sense that the economic slowdown is past.

Third, because of special seasonal factors, little can be read into the Fed's recent open market activities—like the system repurchase agreements announced on Friday, when the Fed funds rate, targeted to break new ground—or the current "price increase."

Faced with a lack of clear pointers towards Fed intentions, the markets have turned inward to speculation—including some about the implications of the cabinet changes an-

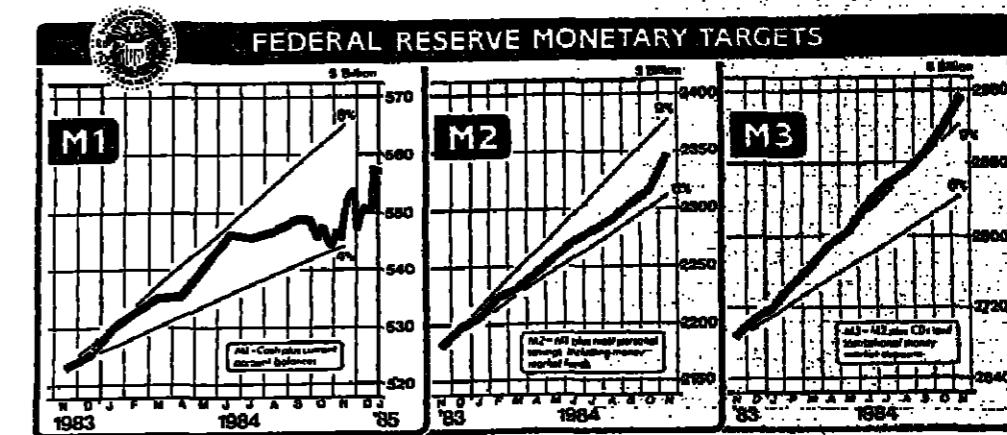
nounced last week and in particular about the shift to the White House of Long-time Fed critic Mr Donald Regan and his replacement at the Treasury by Mr James Baker.

The comments made by Mr Paul Volcker, the Fed chairman, last week gave nothing away. Indeed, some economists suggested that the Fed chairman appeared to have deliberately set out to avoid new themes.

Nevertheless, the equity markets, and the credit markets to a lesser extent, found something to cheer about in Mr Volcker's positive statements about reining in inflationary expectations and the added "flexibility" that the strong dollar afforded the monetary authorities.

Indeed, at the bottom line, it is the Fed's reaction to the same uncertainties which currently dog the market that will determine the outcome of the current "price increase."

On this issue Wall Street is



deeply split, although those economists who believe the Fed will ease further because of deflationary concerns and other factors—irrespective of a pick-up in the domestic economy—fell by 8 of a point and 4 of a point on medium- and long-term issues respectively. But probably still just hold sway.

"At the very least," says Mr Philip Brander of Salomon Brothers, "it seems probable that the Fed will keep policy unchanged for an extended period, despite the rebound in monetary growth."

New issue rates on medium-term issues were unchanged to 10 basis points lower while long-term issues fell by up to 15 basis points.

Paul Taylor

UK GILTS

Slide in sterling ends earlier euphoria

THE EUPHORIA was short-lived. The initial surge in gilt-edged prices last week followed a repeat of July, with yields moving up to 11 per cent or so before the Government is able to resume its funding operations.

The message from the exchange rate, however, was that money was far from tight, a view given added weight by the strength of bank lending during December.

And the perception—at least from Friday—is that the Government is prepared to take risks with sterling rather than push up interest rates to fuel market's nervousness.

By yesterday it had become clear that the Government is worried about the pound's slide and ready to see another rise in base rates if it continues.

The rise in rates, following two weeks in which the Treasury and Bank of England had been involved in settling such a move, confirmed the suspicions of many that sterling's weakness could not be blamed simply on dollar strength and falling oil prices.

by announcing the issue of a series of new tranches of existing stock.

Sterling's fall below \$1.12 on Friday afternoon obviously persuaded them that such a move would only have unsettled the market further. If calm were to be restored early this week, however, it should anyway be able to issue some new stocks before Wednesday.

But the present gloom in the gilt-edged market should not be overstated. Those looking at events last July will remember that the recovery in the 91 per cent Exchequer 1988 top stock.

The sales, however, amounted only to an estimated £75m, hardly sufficient to have any significant impact on sterling M3 in the January banking month which ends on this coming Wednesday.

The Government broker now has almost no room left to manoeuvre—indeed, he is likely to be strengthened by buoyant institution liquidity and by the fact that U.S. interest rates have dropped dramatically since the mid-point of last year.

There is also, of course, at least a chance that the Government's more concerned attitude to the exchange rate could restore confidence, or that a further fall of cold weather will come to the rescue.

Philip Stephens

NEW ISSUE

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JANUARY 1985

U.S. \$75,000,000

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INTERNATIONAL CAPITAL MARKETS AND COMPANIES

BANKING SUPERVISION

Soft centres hold up hard line regulation

DESPITE all the shocks that have buffeted the international banking industry in the last past few years, there have been remarkably few banking casualties. Is this thanks to good luck or good management?

Bankers and their supervisors are bound to argue in favour of the latter. Yet the fact is that international banking is probably the most global business there is — it is remarkably lightly regulated: its biggest activities, foreign exchange and the Euro-markets, operate virtually free from control. And what regulation there is tends to be patchy: some international financial centres are tightly supervised, others are not. All of which should be worrying if you

believe that banks need to be protected not just from a hostile world, but from their own competitive excesses.

Dr Richard Dale, the author of a new book (*) on international bank regulation, believes they should be. He thinks it is very hard for even the best-run banks to stand back from new or fast-growing markets at the risk of losing market share. The growing sophistication and interdependence of modern banking also increase both the dangers and the risk of contagion from bank failures.

Dr Dale is specially concerned about what he calls "regulatory arbitrage": the temptation for banks to set up shop — or

channel business through branches — in the most leniently regulated financial centres. The classic instance of this, which he documents in detail, was Citibank's "risky dink" foreign exchange dealings in the 1970s, which landed it in trouble with the authorities of several countries.

But Dr Dale, a London merchant banker, who spent a year at the Brookings Institution in Washington while researching his book, is not just a cloistered academic. This is one of the fullest and most cogently argued cases for better international bank regulation. He examines the regulatory state of play in all the big financial centres, and probes the causes

of such celebrated collapses as Herstatt, Ambrosiano, Schroeder and Franklin National, all of which, he says, carry the ominous message that the present "ad hoc co-ordination of national support arrangements might not be sufficient to contain the threatened collapse of a major multinational bank."

As this conclusion implies, Dr Dale does not believe that the Basle Concordat (under which international bank supervisors try to ensure that multinational banks do not escape regulation) is sufficient because it does not enable "hard" financial centres to force "soft" centres out of business. True, Basle is leading to convergence of supervisory

standards, while other measures like consolidated accounting make it harder for banks to channel questionable business through unreported foreign subsidiaries.

Whether or not the "formal legal framework" which Dr Dale thinks is the only remedy is a practical proposition, it is clear that international banking has evolved to the stage where it must be treated as a single market, rather than a collection of separate centres which vie with each other by touring regulatory, tax and accounting incentives.

**The regulation of international banking. By Richard Dale. Woodhead-Faulkner, 208 pages. £19.95.*

David Lascelles

Mobil prepares defence against unwelcome bids

By Andrew Baxter in New York

MOBIL, THE second biggest U.S. oil company, is to seek approval from shareholders for changes in its corporate bylaws which will make it more difficult for unwelcome suitors to win a takeover battle.

The move comes amid speculation on Wall Street that Mr T. Boone Pickens, the Texan bid specialist, may try to take control of Mobil or another big U.S. oil company following the "standstill" agreement he reached with Philip Petroleum earlier this month after a three-week takeover attempt.

Mobil, which Mr Pickens has listed among a group of undervalued oil companies, will call a special meeting of shareholders on February 22 to recommend the changes, which are understood to include:

- Amending the company's certificate of incorporation to prevent "greenmail" (the purchase by a company of its own shares from a predator group at a price that is not offered to other shareholders);

- Approval by 80 per cent of the voting stock for unfriendly mergers. Changing or repealing this amendment would also require approval from 80 per cent of the stock;

Mobil stressed yesterday that its proxy document detailing the recommended changes, which has been filed with the U.S. Securities and Exchange Commission, does not mention Mr Pickens.

KLM issues SwFr 200m undated bond

By MAGGIE URRY

IN an innovative deal, KLM, the Dutch airline, is raising SwFr 200m through an undated bond issue. This is the first time a foreign borrower has made such an issue in Switzerland and the first perpetual issue made by a borrower in the international bond markets other than a country or a bank.

The money raised will only be repaid if KLM can no longer meet its obligations. As much as it can be viewed as equity capital, the proceeds will go towards the airline's heavy

investment programme over the next five years.

The issue, which will go on public sale in Switzerland on January 21, is being arranged by Kreditbank (Suisse). A heavy demand for the bonds is expected.

KLM, which is 55.4 per cent owned by the Dutch government, is regarded as a good credit risk. The initial yield being offered on the bonds at 6.4 per cent, is higher than KLM would have had to pay for a 10-year bond issue on the Swiss

franc foreign bond market, so KLM is paying up for the privilege of selling undated bonds.

Every 10 years the interest payment will be reset according to a formula based on other foreign bond yields in Switzerland, which at current levels would suggest a yield of around 5.6 per cent. At the end of each 10-year period KLM can opt to redeem the issue, but investors do not have the right to ask for a redemption.

By issuing undated paper,

KLM can avoid the costs of making a new issue in future to refinance bonds which mature.

• In another development in the Swiss bond market, Sweden is selling around SwFr 100m of bonds with an 18-month life by tender. Previously only the Swiss Government and the cantons have sold issues by tender.

The yield has been set at 4.1 per cent and the issue size can be reduced or increased by 25 per cent. The tender is being organised by Swiss Bank Corporation.

Swiss court to rule on Nova-Park meeting date

By JOHN WICKS IN ZURICH

THE LEGAL battle over the future of Nova-Park, the Swiss-based hotel group, enters a new phase today, when a Zurich judge is expected to rule whether an extraordinary general meeting must be held, as requested by a group of dissident shareholders.

The group, headed by Dr Arthur Bezzola, Nova-Park's former managing director, and representing about one-third of the company's share capital, called on December 28 for the meeting to be held on January 15. The applicants will now ask the court to convene the meeting as soon as possible.

This is intended as an opportunity for the board to present the 1983 report, as well as details of the Nova-Park hotels in Paris and New York and a building project in Cairo.

Semiconductor downturn affects AMD results

BY OUR NEW YORK STAFF

THIRD-QUARTER net profits at Advanced Micro Devices, the California-based microprocessor manufacturer, have fallen sharply from the record levels of the previous three months, providing further evidence of the current downturn in the worldwide semiconductor industry.

Net income for the quarter ended December 31 was \$29.3m or 50 cents a share, up from \$20.2m or 35 cents a year ago but down from \$42.1m or 72 cents in the second quarter.

Sales rose 5.4 per cent to \$238.6m from \$154.6m a year ago, but were down 7 per cent from \$257.1m in the previous

three months. Nine-month net earnings were up from \$40.5m or 70 cents a share in 1983 to \$109.6m or \$1.88, while sales jumped from \$391.1m to \$730m.

Mr Jerry Sanders, president and chief executive, said: "The just-completed quarter bore witness to the mercurial nature of demand in the worldwide semiconductor industry. Customers large and small dramatically curtailed orders, cancelled backlog and re-negotiated pricing as reduced expectations, ballooning inventories, and shortened lead times marked an abrupt transition from shortages to surpluses."

Can.\$100,000,000

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Merrill Lynch Capital Markets

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	Norddeutsche Landesbank Girozentrale
	Salomon Brothers International Limited
	Sumitomo Trust International Limited
	Yamazaki International (Europe) Limited

December, 1984

FFr 3.7bn return to black for DGT

By Paul Bettis and Guy de Jonquieres in Paris

THE FRENCH telecommunications authority (Direction Générale des Télécommunications — DGT) will later this week report net earnings of about FFr 3.7bn (\$382m) for 1984 after losing nearly FFr 1bn in 1983.

The loss in 1983 was the first to be reported by DGT since separate accounts for telecommunications started being kept in France 25 years ago.

The return to profit reflects the exceptional 25 per cent rate increases granted last year by the Socialist Government. These accounted for FFr 1.8bn of last year's earnings. The balance was made up of productivity gains, increased volume and new products.

At the same time, provisions against foreign currency debts were lower. In 1983 these totalled about FFr 5bn while they are expected to amount to between FFr 2bn and FFr 3bn last year. About one third of DGT's FFr 115bn total debt is denominated in U.S. dollars.

Sales rose to FFr 72bn from FFr 61.2bn the year before.

But if the net figures DGT will announce this week show a return into the black, they do not take into account the new role the authority has assumed under the socialist administration of financing the French electronics industry.

Indeed, DGT for the first time last year financed the French electronics industry to the tune of FFr 3.4bn, of which about half involved support for the development of new products and the other half helped to plug the deficits and losses of the nationalised Bull, Thomson Telecommunications, and CGCT groups.

Moreover, DGT contributed FFr 2.1bn to the French Government budget. It made a first contribution of FFr 1.2bn to the government budget in 1983.

Thus if the state budget contribution and the financial support of the electronics industry are taken into account, DGT was again in the red last year with a loss of nearly FFr 2bn.

INTERNATIONAL APPOINTMENTS

Travelers president suddenly resigns

By PAUL TAYLOR IN NEW YORK

MR ALVA WAY, president of Travelers Corporation, the third largest stockholder-owned multiline insurance group in the U.S., has resigned citing "personal reasons".

Mr Edward Budd, aged 51, chairman and chief executive of the Hartford, Connecticut-based insurance group, will assume the additional title of president.

Mr Way, aged 55, who quit as president of American Express in 1983 to take the number two job at Travelers, will remain a director of Travelers and act as

a consultant to the group. Before joining American Express he had spent 23 years at General Electric, becoming senior vice-president in charge of finance in 1977.

The more stately Wall Street and the industry, Mr Way had been the company's main spokesman and was generally viewed in high regard. His departure is a blow to Travelers. The company has managed to avoid some of the worst problems of the U.S. property/casualty industry in sharp contrast to many other major insurers.

New chief marks change of policy at Fairchild

By LOUISE KEHOE IN SAN FRANCISCO

Fairchild Camera and the Californian Silicon Valley semiconductor company is set to pare down its troubled operations and to adopt a less aggressive management style. This is an attempt to return to sustained profitability, according to Mr Donald Brooks, its newly-named president and chief executive and a former executive of Texas Instruments' MOS (metal oxide semiconductor) product line.

Mr Brooks joined Fairchild, a subsidiary of Schlumberger, the international oil services group, 20 months ago as manager of North American operations. In his new position he succeeds Mr Thomas Roberts, who was installed at Fairchild when Schlumberger acquired the company in 1979.

Mr Brooks' appointment marks a break with Schlumberger's previous policy of filling Fairchild management positions with its own executives. Mr Brooks is a 26-year veteran of Silicon Valley and a division vice-president and general manager of Texas Instruments' MOS (metal oxide semiconductor) product line.

Mr Brooks' very willingness to talk publicly about Fairchild is in marked contrast with the style of his predecessor.

Mr Roberts maintained a low profile during his five years in Silicon Valley. His actions were, however, controversial. Fairchild lost many of its top managers during Mr Roberts' tenure, reportedly because of a clash with his rigid management style.

Olson to quit Carnation

MR H EVERETT OLSON, 78-year-old chief executive officer of CARNATION, has announced his resignation in a move expected to produce a more aggressive marketing strategy at the Los Angeles food products group, writes Andrew Baxter in New York.

He will be succeeded by Mr Timm Crull, the 52-year-old president, who has for some time been considered Mr Olson's heir apparent. Mr Olson will resign as chief executive on February 1 but will continue as chairman until December 31. Mr Olson has decided to retire this year before the company's acquisition by Nestle, the Swiss foods group, for \$3bn. "Now that the merger has been approved, I feel this is the most appropriate time for my retirement," he said.

This announcement appears as a matter of record only

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Over-the-Counter Market

Capitalisation	Company	Change	Gross	Yield	P/E
£'000's		Price on week div.	div. (p.)	Actual taxed	Fully
4,655	Aer. Brit. Ind. Ord.	142	+ 1	8.6	4.6
4,655	Aer. Brit. Ind. CULS	142	+ 1	10.0	6.7
3,058	Argentor. Group	43	-	5.4	10.0
1,000	Armstrong & Rhodes	40	- 1	2.9	7.0
42,077	Bardon Hill	135	+ 2	3.4	12.5
2,695	Bay Technologies	75	+ 1	3.5	7.3
2,030	CCL 11pc Conv. Pre.	114	-	1.5	—
5,442	Carbonium Ord.	826	+ 8	5.7	0.7
1,107	Carbonium 7.5pc Pl.	826	-	10.7	12.4
4,925	Debenture Services	63	- 2	6.5	10.2
15,437	Frank Horrell P.F.Ond.	240	-	9.6	4.6
4,202	Frederick Parker	50	-	4.3	14.3
304	Gardiner Bros.	49	-	4.9	3.6
1,137	Ind. Precision Castings	57	+ 1	2.7	9.6
15,303	Iafe Group	200	-	15.0	7.5
5,619	Jackson Group	93	-	12.9	7.9
38,954	James Burrough Soc Pl.	279	- 1	13.7	4.9
2,209	John Howard & Co.	85	+ 4	6.0	5.8
8,982	Linguistron	147	+ 1	15.0	1.4
3,316	Logistics Int'l 10pc Pl.	50	+ 1	17.4	7.7
16,333	Minhouse Holding NV	650	+ 25	3.4	4.2
322	Robert Jenkins	32	-	5.0	15.6
1,275	Taylor & Carlisle	85	+ 1	8.7	14.7
1,677	Travlin Holdings	370	-	4.3	11.1
4,082	Undock Holdings	26	- 1	5.0	12.6
11,111	W.H. Smith	147	-	7.5	11.2
5,251	W. S. Yeates	235	- 1	17.4	7.7

Press and details of services now available on Preslet, page 48146.

Fuji International Finance (HK) Limited (Headquartered in Hong Kong)

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Notice is hereby given that the rate of interest has been fixed at 8.75% per annum and that the interest payable on the relevant interest payment date, July 15, 1985 in respect of US\$10,000 nominal of the Notes will be US\$448.68.

January 14, 1985, London

By: Citibank, N.A. (CSSI Dept.), Agent Bank



BfG Finance Company B.V.

U.S. +100,000,000 Floating Rate Notes 1988
Extensible at the Noteholder's Option to 1994

Notice is hereby given pursuant to the Terms and Conditions of the Notes that for the six months from

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the Notes will carry an interest rate of 9.75% per annum.

On 15th July, 1985 interest of U.S. \$45.82 will be due per U.S. \$1,000 Note for Coupon No. 13.

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NEW ISSUE

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Salomon Brothers International Limited

Swiss Bank Corporation International Limited

Tokai International Limited

Lehman Brothers International
Shearson Lehman/American Express Inc.

Bank of Tokyo International Limited

Banque Bruxelles Lambert S.A.

LTCB International Limited

Morgan Guaranty Ltd

Orion Royal Bank Limited

Société Générale

Takugin International Bank (Europe) S.A.

S. G. Warburg & Co. Ltd.

FINANCIAL TIMES STOCK INDICES

Jan.	Jan.	Jan.	Jan.	Jan.	Jan.	1984/85	Since Complastn			
11	10	9	8	7	6	High	Low	High	Low	
Government Secs.	80.85	81.55	81.83	81.49	80.83	81.13	85.77	75.72	127.4	49.18
Fixed interest.	65.17	65.36	65.32	65.82	65.07	65.04	67.43	60.43	160.4	50.53
Ordinary	968.5	982.4	985.1	971.5	985.7	961.0	983.1	785.8	119.1	49.4
Gold Mines	474.2	482.7	481.3	455.3	445.3	459.0	711.7	446.8	724.7	43.6
FT All-All.Share	602.05	605.81	605.13	598.31	590.98	585.46	606.91	484.84	606.91	61.98
FT-SE100	1248.6	1261.0	1259.2	1243.5	1229.0	1214.5	1261.0	986.9	1261.0	986.9

UK COMPANY NEWS

Lack of sales growth at Multitone

THIS YEAR will see a pause in the sales growth of Multitone Electronics, which the directors expect to be temporary, and profits unlikely to repeat the £1.2m before exceptional costs, achieved in the year ended March 31, 1984.

The group makes specialised communications systems, including on-site and wide-area paging units. It has a broad range of further products in development and expects to benefit from these in the next year and to a greater extent, in subsequent years.

Directors believe that this will enable the group to return to previous patterns of growth thereby justifying the continued high levels of investment in product development, sales, marketing and new manufacturing technologies.

In the first half to September 30, 1984, the group more or less maintained its turnover at £9.35m, but suffered a setback in the trading profit which fell from £327,000 to £422,000. Last

BOARD MEETINGS

The following companies have notified dates of board meetings to the Stock Exchange. Such meetings are usually held for the purpose of considering dividends. Other details are available as to whether the dividends and the amounts shown below are based mainly on last year's timetable.

TODAY

Interflights—Ailes, INVESTMENT TRUST, Control Securities, City Electronics, Femal—Blue Arrow, Body Shop

International, Brit Investments, Fiamming Cloughouse Investment Trust, Savills Gordon (J.)

Brake Tool Engineering, Kenning Moore, Loders

Scots American Investment Feb 13

established in other European countries.

But in North America the order intake has been less than expected. Group sales of wide-area paging equipment this year are likely to be less than planned and lower than last year, although last year benefited substantially from a large contract for the Home Office.

Profits continue to be encouraging for further expansion of the world-wide market for paging systems. To share in this growth, a high level of product development is required so that a comprehensive range of paging systems can be supplied, the directors state. The company has virtually completed the expansion of its new design and engineering centre at Basildon.

After tax of £85,000 (£166,000)

the net profit for the half year comes to £238,000 (£287,000) for earnings of £1.19 (1.9p) per share.

The interim dividend is lifted to 1.1p net (1.05p)—the final for the previous year was 1.6p.

time there were exceptional relocation costs of £365,000, all charged to the half year, and this brought down the profit before tax to £433,000 in the 1984 half year.

Growth in on-site business and a rise in wide-area sales are likely to result in the turnover not differing materially from the £20.6m of the previous year.

Profit margins have been

adversely affected mainly by higher operating costs against the background of a pause in the turnover growth.

Order intake for on-site systems and equipment has held up well, while sales of the comparable period, both at home and overseas, and in the wider area sector, further contracts have been obtained from British Telecom, as well as initial contracts for new systems being

promised 0.7p net per share.

Earnings are shown at 12.3p (7.3p).

The group is continuing to improve its service to British Telecom, STC, GEC, Plessey and other major customers by developing new manufacturing techniques.

There are extraordinary credits of £433,000 (£248,000).

This year's comprises the surplus over book values of plant replaced after interest charges up from £45,000 to £103,000, the increase mainly being the result of higher capital expenditure associated with the new feed mill at Culchetham (Devon), which formally opened in August.

The group, which is based in Cheltenham and obtained an introduction to the stock market in September, is active in the area of agricultural services and distribution. Its sales in the half year came to £40.8m (£41.9m) and profit before tax fell from £9.6m to £4.0m.

However, improving trading conditions are such that the results for the full year are

expected to be comparable with 1983.

Turnover was up 10.7% and pre-tax profit 2.51m.

The half year's profit was

up from £45,000 to £103,000, the increase

Financial Times Monday January 14 1985

Trust Monk to take constructive ideas and build on them

Monk

A Monk & Company Ltd., P.O. Box 45, Warrington, Cheshire WA1 4B, Tel: 0925 61200.

£12m orders for Chivers

W. E. CHIVERS & SONS has £12m orders spread between its regional offices at Reading (£8.3m) and Romsey (£3.7m). Among contracts in the Reading area are student accommodation block at Royal Holloway College, Egham (1.8m), a unit at Police Staff College, Bramshill (1.1m), office block (£1.2m), a factory (£400,000), and Brighthelmton's old people's home, Slough (£750,000). In the Romsey area contracts include a DIY Store at Bournemouth (1.1m), 72 houses, Merced Way, Romsey (1.1m), and a 100m long bridge across the River Test (£550,000). Construction and fitting-out of two International Stores is in hand as Chelmsford (£200,000) for W. E. Chivers Developments and at Worcester (£244,500) for Mannion of Bournemouth. *

R. M. DOUGLAS CONSTRUCTION has won contracts totalling £12m. Included is a warehouse and factory for Protales Estates in Buckingham worth almost £3m; phase one of a general hospital at Hartlepool (£2.4m); a warehouse on the Hoe Farm industrial estate at Kidderminster for Crossroads (£1.4m); hi-tech building for Prudential in Reading (£0.6m); and a factory fitting-out for Chromat at Bridgwater (£0.5m). *

PLUMB CONTRACTS, Coventry, has contracts worth over £5m. These include fitting out the public areas of the Bustar Palace Hotel in Oman worth over £2m; a £1.5m extension for Burtons on Oxford Street store; a £750,000 contract for the Co-op in Reading; and a contract to develop 14 luxury suites at The Park Lane Hotel in London. *

TILSBURY GROUP begins the new year with contracts worth £2m. Five contracts from British Rail total £200,000. These include demolition and reconstruction of two bridges on the East Coast main line; St Neots; a single-line Liverpool Street to Harwich line; reconstruction of platforms andawning at Harwich Town station; demolition of a water tank plus drainage and support steelwork for a new tank at Shoeburyness. A £250,000 job for the Borough of Torbay involves

BUILDING CONTRACTS

British companies busy in Hong Kong project

BY JOAN GRAY, CONSTRUCTION CORRESPONDENT

KIER INTERNATIONAL has won a £16m contract to construct two water pumping stations at Plover Cove for the Water Supplies Department of the Hong Kong Government.

Construction will be carried out in joint venture with Gammon (Hong Kong), the local contractor jointly owned by Trafalgar House and Jardine Matheson, which has been Kier's partner on previous contracts in Hong Kong.

The latest Plover Cove contract follows a £35m contract at Castle Peak power station in Hong Kong which Kier International again in joint venture with Gammon is now completing for China Light and Power.

"The Plover Cove contract was competitively fought for and we weren't the lowest bidder," said Kier International's marketing manager, Mr Mike Morgan.

Morgan won the contract on our technical presentation and

construction of a reinforced concrete balancing tank and associated pipework at Paignon.

Construction of foundations for a modified premises plant at Whately Quarry, Farnham, is worth £211,000. Other work includes a new sewer renewal at Sibley Hall and the Charlwood Bourne Council and a £50,000 road bridge reconstruction at Wakefield. A garage and car park at St Albans for London County Bus Services involving alterations to existing office accommodation is worth £36,000. *

RUSH & TOMPINKINS has started two new contracts for Northumbria County Council worth £1.35m. Largest is the A509 Wollaston Bypass between Stratford Turn and Great Doddington Crossroads on the main route between Wellingborough and Milton Keynes. The £271,000 contract is expected to be completed in April. A £628,000 contract is to reconstruct part of the A45 road carrying traffic between Northampton and junction 16 of the M1.

SINDALL CONSTRUCTION, major operating subsidiary within the Sindall Group, has been awarded contracts to develop two bridges on the East Coast main line; St Neots; a single-line Liverpool Street to Harwich line; reconstruction of platforms andawning at Harwich Town station; demolition of a water tank plus drainage and support

steelwork for a new tank at Shoeburyness. A £250,000 job for the Borough of Torbay involves

extension to the Royal College of Art at Kensington Gore and the other a development on the Cambridge Science Park. *

CRTTALL WINDOWS, a member of the Norcross Group, has an order for steel windows worth £300,000 for the new Gaynes Hall CML Prison in Cambridge. Bovis Construction is the contractor. *

STANLEY MILLER ARABIA has won a £1m building contract for housing and office facilities in Saudi Arabia. The contract to build an Ambassador's residence, Mr Orman's villa, was awarded to Mr. J. Tomsett. The latter continues as finance director of Associated British Ports Holdings, which is expanding its range of activities following privatisation. Mr Tomsett will also continue as a director of a number of the group's subsidiaries. *

THORN EMI LIGHTING has appointed Mr Ray Everett as managing director. He was deputy managing director of THORN EMI LIGHTING has appointed Mr Ray Everett as managing director. He was

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NEW YORK STOCK EXCHANGE COMPOSITE CLOSING PRICES

Financial Times Monday January 14 1985

Continued on Page 19

AMERICAN STOCK EXCHANGE COMPOSITE CLOSING PRICES

Closing prices, January 11

Continued on Page 20

NEW YORK STOCK EXCHANGE COMPOSITE CLOSING PRICES

Figures are unofficial. Yearly highs and lows reflect the
most recent data available as of the time of the survey.

2 weeks plus the current week, but not the latest day. Where a split or stock dividend amounting to 25% or more has been paid, the year's high-low range and

More has been paid, the year's payment range and
are shown for the new stock only. Unless otherwise
as of dividends are annual disbursements based on
declaration.

and also extra(s). b-annual rate of dividend plus

bond. c-liquidating dividend. cd-called. d-new yearly dividend declared or paid in preceding 12 months. g-dt-Canadian funds, subject to 15% non-residence tax.

Canadian funds, subject to 15% non-residence tax. If declared after split-up or stock dividend, dividend ear, omitted, deferred, or no action taken at latest date.

eting, k—dividend declared or paid this year, an accumulation with dividends in arrears, n—new issue in the last four weeks. The high-low range begins with the start of trading.

next day delivery. P/E-price-earnings ratio = dividend paid in preceding 12 months, plus stock dividend rate. Dividends having with date of price are taken.

bit. Dividends begins with date of split six-sates. t—paid in stock in preceding 12 months, estimated cash x-dividend or ex-distribution date. u—new yearly high.

halted. vi-in bankruptcy or receivership or being re-
under the Bankruptcy Act, or securities assumed by
anyone who when distributed, will become or will

banles. wd=when distributed. wi=when issued. ww=written. x=ex-dividend or ex-rights xdis=ex-distribution
t warrants. y=ex-dividend and sales in full. yd=yield.

ful.

For more information about the National Institute of Child Health and Human Development, please call 301-435-0911 or visit our website at www.nichd.nih.gov.

WORLD STOCK MARKETS

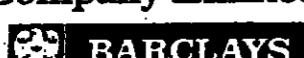
OVER-THE-COUNTER

Barclays Bank Interest Rates.

BASE RATE

Barclays Bank PLC
announces that with effect
from the close of business
on 11th January 1985,
their Base Rate was increased

**Their Base Rate was increased
from 9 $\frac{3}{4}\%$ to 10 $\frac{1}{2}\%.$**
**This new rate also applies
to Barclays Bank Trust
Company Limited.**



Rec. Office: 34 Lombard St., EC3P 3AH. Rec. No's 1016167 and 930880.

Midland Bank Interest Rates

Base Rate
Increases by 1% to 10½% per annum with
effect from 11th January 1985.

Deposit Accounts

Interest paid on 7 day deposit accounts increases by 1% to 7% p.a. with effect from 11th January 1985

Save and Borrow Accounts

Interest paid on credit balances increases to the above Deposit Account rate and interest charged on overdrawn balances remains at 19½% p.a. with effect from 8th February 1985. APR 20.9%.

Midland Bank
Midland Bank plc, 27 Poultry, London EC2R 2BX



Midland Bank plc, 27 Poultry, London EC2P 2BX

Last	Chg	Stock	Sales (Hedge)	High	Low	Last	Chg
100.00	-0.50	ABC	1000	102.00	98.00	100.00	-0.50
100.00	-0.50	XYZ	1000	102.00	98.00	100.00	-0.50
100.00	-0.50	DEF	1000	102.00	98.00	100.00	-0.50
100.00	-0.50	GHI	1000	102.00	98.00	100.00	-0.50

Indices

NEW YORK DOW JONES															
1984-85 Since Comptn															
	Jan.	Jan.	Jan.	Jan.	Jan.	1984-85	Since Comptn	Jan.	Jan.	Jan.	Jan.	Jan.	1984-85	High	Low
	11	10	9	8	7	High	Low	High	Low	High	Low	High	Low	High	Low
SEED	50	23	19	16	15	+1	+1								
Serbal	50	23	19	16	15	+1	+1								
Semicon	105	131	94	80	75	+1	+1								
Schultz	20	187	12	11	10	+1	+1								
Smart	12	201	201	194	187	+1	+1								
Service	1	4	16	15	15	-1	-1								
Schroff	57	57	54	51	49	+1	+1								
Schulak	16	107	14	13	12	+1	+1								
Shirley	48	256	27	27	27	+1	+1								
Shivvers	18	127	30	26	25	+1	+1								
Shelby	18	168	17	16	17	+1	+1								
Shekels	313	113	17	16	17	+1	+1								
Shoney	16	504	35	32	32	+1	+1								
ShorSo	108	45	132	127	127	+1	+1								
Shwartz	100	24	52	51	51	+1	+1								
Silicon	1787	152	74	68	68	+1	+1								
SiliconS	222	22	114	12	12	+1	+1								
Silvral	92	18	15	14	14	+1	+1								
Silvert	12	154	14	14	14	+1	+1								
Simplic	56	52	51	50	50	-1	-1								
Steplin	80	75	14	14	14	+1	+1								
StepCo	166	152	151	151	151	+1	+1								
Stevler	17	4	4	4	4	+1	+1								
Steyer	38	177	115	104	104	+1	+1								
Stevens	38	168	127	103	103	+1	+1								
Stewart	18	168	17	16	17	+1	+1								
Stoney	16	504	35	32	32	+1	+1								
StowSo	108	45	132	127	127	+1	+1								
Stoyan	100	24	52	51	51	+1	+1								
Stratcon	1787	152	74	68	68	+1	+1								
Stratcon	222	22	114	12	12	+1	+1								
Stratcon	92	18	15	14	14	+1	+1								
Stratcon	12	154	14	14	14	+1	+1								
Stratcon	166	152	151	151	151	+1	+1								
Stratcon	17	4	4	4	4	+1	+1								
Stratcon	38	177	115	104	104	+1	+1								
Stratcon	38	168	127	103	103	+1	+1								
Stratcon	18	168	17	16	17	+1	+1								
Stratcon	16	504	35	32	32	+1	+1								
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Stratcon	38	177	115	104	104	+1	+1								
Stratcon	38	168	127	103	103	+1	+1								
Stratcon	18	168	17	16	17	+1	+1								
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Stratcon	166	152	151	151	151	+1	+1								
Stratcon	17	4	4	4	4	+1	+1								
Stratcon	38	177	115	104	104	+1	+1								
Stratcon	38	168	127	103	103	+1	+1								
Stratcon	18	168	17	16	17	+1	+1								
Stratcon	16	504	35	32	32	+1	+1								
Stratcon	108	45	132	127	127	+1	+1								
Stratcon	100	24	52	51	51	+1	+1								
Stratcon	1787	152	74	68	68	+1	+1								
Stratcon	222	22	114	12	12	+1	+1								
Stratcon	92	18	15	14	14	+1	+1								
Stratcon	12	154	14	14	14	+1	+1								
Stratcon	166	152	151	151	151	+1	+1								
Stratcon	17	4	4	4	4	+1	+1								
Stratcon	38	177	115	104	104	+1	+1								
Stratcon	38	168	127	103	103	+1	+1								
Stratcon	18	168	17	16	17	+1	+1								
Stratcon	16	504	35	32	32	+1	+1								
Stratcon	108	45	132	127	127	+1</td									

Dated at Toronto this 28th day of December, 1984

4. GENERAL MOTORS ACCEPTANCE CORPORATION OF CANADA, LIMITED
By: Montreal Trust Company, Trustee.

INSURANCE, OVERSEAS & MONEY FUNDS

INSURANCE, OVERSEAS & MONEY FUNDS									
Life Assurance Cos. of Pennsylvania									
8 New St, Chester, Penn.	104-262	Monday 12/26/93							
Life & Death Assur. Co.									
20 Clinton St., Elizabethtown, Penn.	104-262	Tuesday 12/27/93							
Long Life Assurance									
100 Franklin St., Elizabethtown, Penn.	104-262	Wednesday 12/28/93							
National Provident Institution									
400 Grandview St., Elizabethtown, Penn.	104-262	Thursday 12/29/93							
Prudential									
100 Franklin St., Elizabethtown, Penn.	104-262	Friday 12/30/93							
Prudential Life Assurance									
100 Franklin St., Elizabethtown, Penn.	104-262	Saturday 12/31/93							
Royal Life Assurance Ltd.									
New Hall Place, Liverpool L9 2HS	104-262	Sunday 12/31/93							
Surety & Property Group									
100 Franklin St., Elizabethtown, Penn.	104-262	Monday 12/27/93							
Target Life Assurance Co. Ltd.									
Apex House, Buxton Road, Aylesbury, Bucks.	104-262	Tuesday 12/28/93							
CAL Investments (IOM) Ltd.									
16 George Street, Douglas, Isle of Man.	104-262	Wednesday 12/29/93							
Gibraltar Henderson Magt. Ltd.									
PO Box 434, St Helier, Jersey.	104-262	Thursday 12/30/93							
GRANITE INVESTMENTS LTD.									
PO Box 1022, Hamilton, Bermuda.	104-262	Friday 12/31/93							
GRANITE INVESTMENTS (IOM) LTD.									
PO Box 304, St Helier, Jersey.	104-262	Saturday 12/31/93							
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PO Box 304, St Helier, Jersey.	104-262	Saturday 12/31/93							
GRANITE INVESTMENTS (IOM) LTD.									

E.F. Hutton

market makers

Sterling FRNs

On Friday 11th January, E.F. Hutton added a comprehensive list of Sterling Floating Rate Notes to the two hundred eurodollar FRNs the Company trades. E. F. Hutton is the first trading house outside the UK merchant banks to make a major commitment to this sector.

For further information or prices call Kathy Nevin, Vice President, FRN sales.

E.F. Hutton & Company (London) Ltd.,
Princess House,
152-156 Upper Thames Street,
London EC4.

Telephone 01-626 9541

CURRENCIES, MONEY and CAPITAL MARKETS

FINANCIAL FUTURES

FOREIGN EXCHANGES

LONDON

U.S. TREASURY BONDS 8% \$100,000 32nds of 100%					
Close	High	Low	Prev		
March 90.21	90.25	89.78	90.24		
June 90.21	90.25	90.18	90.26		
Sept. 89.71	89.73	89.70	89.75		
Dec. 89.28	89.32	89.31	89.35		
March 88.95	88.98	88.95	88.95		
Est. volume: 4,980 (4,921)					
Previous day's open int: 11,082 (10,425)					
Three-months open int: 100% (100%)					

THREE-MONTH STERLING 250,000 \$ per £

U.S. TREASURY BONDS (CBT) \$100,000 32nds of 100%					
Close	High	Low	Prev		
March 90.13	90.38	89.01	89.43		
June 90.12	90.25	89.03	90.24		
Sept. 89.71	89.73	89.70	89.75		
Dec. 89.28	89.32	89.31	89.35		
March 88.95	88.98	88.95	88.95		
Est. volume: 4,980 (4,921)					
Previous day's open int: 11,082 (10,425)					
Three-months open int: 100% (100%)					

THREE-MONTH NOTIONAL GILT \$50,000 \$ per £

U.S. TREASURY BILLS (MM) \$100,000 32nds of 100%					
Close	High	Low	Prev		
March 105.22	105.00	105.16	105.08		
June 105.07	105.11	104.31	105.22		
Sept. 107.22	—	107.00	107.21		
Dec. 107.12	—	107.00	107.21		
March 108.99	109.00	108.95	109.00		
Est. volume: 6,005 (4,656)					
Previous day's open int: 4,217 (3,720)					
Basic quote: (clean cash price of 133% Treasury 2003 less equivalent price of month's forward contract) 10 to 10					

THREE-MONTH STERLING 250,000 \$ per £

U.S. TREASURY BILLS (MM) \$100,000 32nds of 100%					
Close	High	Low	Prev		
March 90.22	90.25	90.22	90.24		
June 90.21	90.25	90.22	90.24		
Sept. 90.22	90.25	90.22	90.24		
Dec. 90.22	90.25	90.22	90.24		
March 90.23	90.25	90.22	90.24		
Est. volume: 20,000 (1,000)					
Previous day's open int: 5,571 (5,452)					
Basic quote: (clean cash price of 133% Treasury 2003 less equivalent price of month's forward contract) 10 to 10					

THREE-MONTH NOTIONAL GILT \$50,000 \$ per £

U.S. TREASURY BILLS (MM) \$100,000 32nds of 100%					
Close	High	Low	Prev		
March 90.22	90.25	90.22	90.24		
June 90.21	90.25	90.22	90.24		
Sept. 90.22	90.25	90.22	90.24		
Dec. 90.22	90.25	90.22	90.24		
March 90.23	90.25	90.22	90.24		
Est. volume: 20,000 (1,000)					
Previous day's open int: 5,571 (5,452)					
Basic quote: (clean cash price of 133% Treasury 2003 less equivalent price of month's forward contract) 10 to 10					

THREE-MONTH STERLING 250,000 \$ per £

U.S. TREASURY BILLS (MM) \$100,000 32nds of 100%					
Close	High	Low	Prev		
March 90.22	90.25	90.22	90.24		
June 90.21	90.25	90.22	90.24		
Sept. 90.22	90.25	90.22	90.24		
Dec. 90.22	90.25	90.22	90.24		
March 90.23	90.25	90.22	90.24		
Est. volume: 20,000 (1,000)					
Previous day's open int: 5,571 (5,452)					
Basic quote: (clean cash price of 133% Treasury 2003 less equivalent price of month's forward contract) 10 to 10					

THREE-MONTH NOTIONAL GILT \$50,000 \$ per £

U.S. TREASURY BILLS (MM) \$100,000 32nds of 100%					
Close	High	Low	Prev		
March 90.22	90.25	90.22	90.24		
June 90.21	90.25	90.22	90.24		
Sept. 90.22	90.25	90.22	90.24		
Dec. 90.22	90.25	90.22	90.24		
March 90.23	90.25	90.22	90.24		
Est. volume: 20,000 (1,000)					
Previous day's open int: 5,571 (5,452)					
Basic quote: (clean cash price of 133% Treasury 2003 less equivalent price of month's forward contract) 10 to 10					

THREE-MONTH STERLING 250,000 \$ per £

U.S. TREASURY BILLS (MM) \$100,000 32nds of 100%					
Close	High	Low	Prev		
March 90.22	90.25	90.22	90.24		
June 90.21	90.25	90.22	90.24		
Sept. 90.22	90.25	90.22	90.24		
Dec. 90.22	90.25	90.22	90.24		
March 90.23	90.25	90.22	90.24		
Est. volume: 20,000 (1,000)					
Previous day's open int: 5,571 (5,452)					
Basic quote: (clean cash price of 133% Treasury 2003 less equivalent price of month's forward contract) 10 to 10					

THREE-MONTH NOTIONAL GILT \$50,000 \$ per £

U.S. TREASURY BILLS (MM) \$100,000 32nds of 100%					

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SECTION III

FINANCIAL TIMES SURVEY

International Telecommunications

The once-traditional structure of the worldwide telecommunications sector is now being shaken to its foundations by a confluence of economic, technological and political forces.

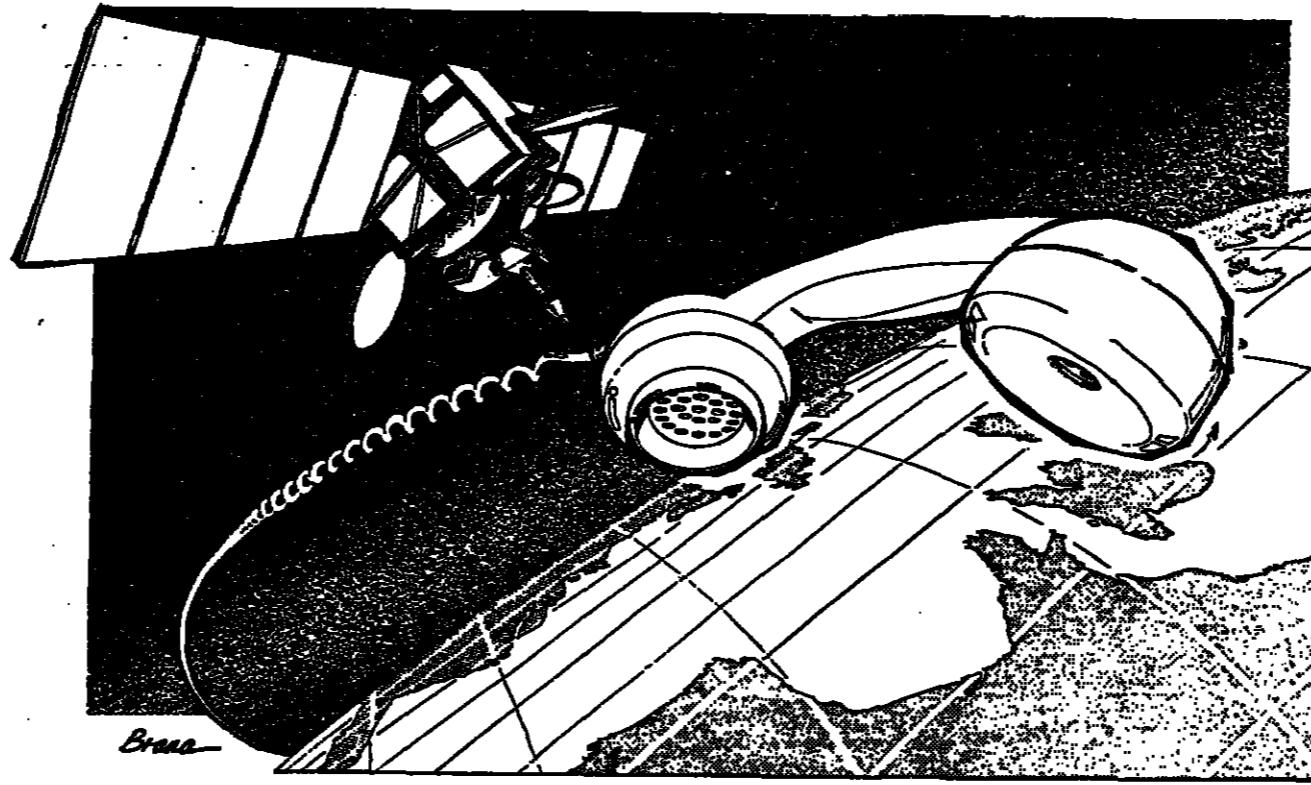
Year of dramatic upheavals

BY GUY DE JONQUIERES

THERE CAN be few years in the history of telecommunications which have seen as many dramatic upheavals as 1984. In the past 12 months change has been piled upon change in a dizzying rush of events which is reshaping large parts of the industry worldwide.

A brief, and by no means exhaustive, list tells the story:

- January: American Telephone and Telegraph is broken up in the largest corporate divestiture in history. Its Bell System local telephone companies are organised into seven, independent, regional groups.
- February: challenging AT&T's international monopoly. AT&T responds by cutting transatlantic tariffs by 29 per cent.
- British Government rejects as anti-competitive a proposal by British Telecom and IBM of the U.S., the dominant computer manufacturer, to launch jointly an electronic information network.
- March: Just over half of British Telecom is sold to investors for almost £4bn in the world's largest stock market flotation.
- June: Standard Telephones and Cables of Britain, the world leader in submarine cables, bids for ICL, the largest U.K.-owned computer company. STC says that the merger will equip it to tackle emerging markets created by the convergence of computing and communications.
- October: MCI and GTE, Spain, two U.S. long-distance telecommunications carriers, trigger a transatlantic price war by announcing plans to start low-cost services to Europe, to the public.



These developments reflect in different ways a confluence of economic, technological and political forces which are shaking the traditional structure of telecommunications to its foundations and erasing the rigid demarcation lines which have long kept it a separate and self-contained industry.

In almost every country, telecommunications was until quite recently deemed to be first and foremost a public service. There were widespread concerns that, because the planning and operation of public networks involved sizeable economies of scale, considerations of efficiency made the industry a "natural" monopoly, to be entrusted to a single carrier.

The goal of universal telephone service—provided on the

same terms everywhere—coupled with the desirability of attracting as many subscribers as possible, led to the emergence of pricing structures and practices based on social objectives rather than strictly commercial ones.

Investments

An elaborate system of cross subsidies grew up, whereby profits from high-volume activities such as long-distance calls, were used to keep down tariffs for unprofitable businesses such as residential service. Investments were based on engineering criteria rather than the commercial return they were likely to generate.

A series of hammer blows is

now chipping away at this comfortable, predictable world. The convergence of computing and communications around micro-electronics is changing the whole nature of the industry's business. The emergence of digital communications systems is erasing the distinction between voice and data traffic and spurring the development of "value added" services which combine the transmission, processing and storage of information.

On the other hand, some costs which were traditionally relatively static have started to move. The shift from mechanical to computerised public exchanges has created a need for vast amounts of expensive specialised software. The investment to develop a new generation of digital exchanges is close to \$1bn—requiring sales totalling

as much as \$14bn to ensure a profit.

As a consequence, public network operators' worldviews are becoming more cost-conscious and turning to practices such as competitive bidding and multiple sourcing for large equipment orders. That in turn is putting more pressure on their suppliers, particularly in Europe, where the equipment industry is starting to look seriously overextended.

The U.S. has responded to these developments by adopting policies of sweeping deregulation and restructuring which are explicitly intended to encourage more vigorous competition. In the past few years some U.S. markets, notably long-distance services, have become a free-for-all, as new entrants jostle for position.

A heavy price has been paid for the break-up of the Bell System in terms of higher local telephone charges, service dislocation and general confusion among customers. However, on the other hand, customers have benefited from lower long-distance tariffs, declining equipment prices and a rapidly expanding choice of providers and services.

Both the UK and Japan have concluded independently that the traditional structure of their telecommunications industries was hindering innovation and efficiency. In both cases, it has been decided that rigid state monopolies operating in civil service lines are ill-equipped to respond to the challenges of fast-moving markets.

Complex

However, both countries have gone less far than the U.S. in opening the doors to competition and are adopting a more managed approach to deregulation. In the UK, British Telecom's market dominance remains largely intact, and the main benefit to customers so far stems from the more responsive and commercial attitude which

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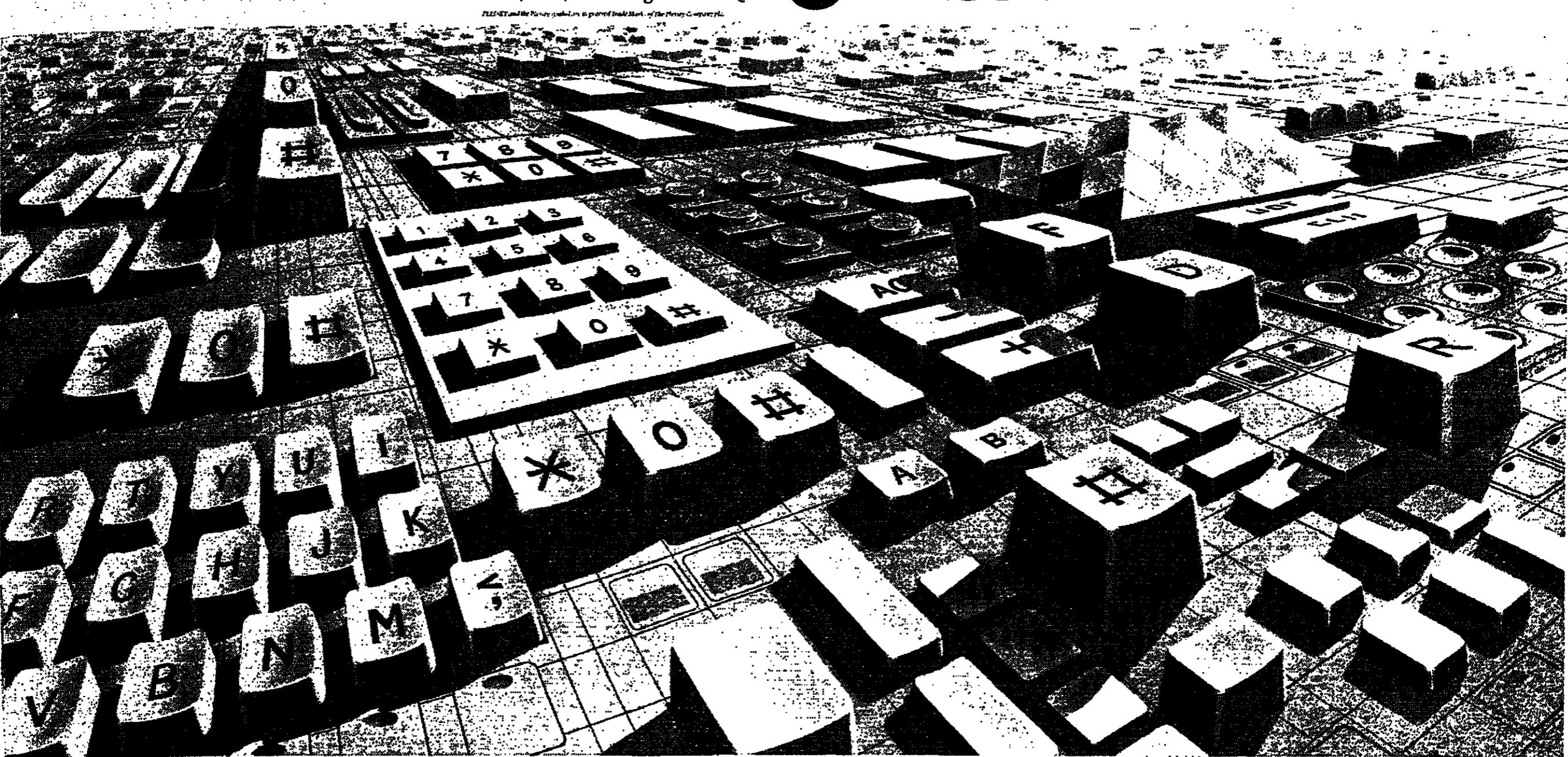
It's a big, wide, digital world that we live in.

Supplying more digital telephone exchanges for business worldwide than any other British company... Plessey.

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PLESSEY



International Telecommunications 2

A diminished U.S. giant finds a learning curve

AFTER 103 years as a regulated monopoly delivering reliable, cheap basic telephone service, the new American Telephone and Telegraph (AT & T) experienced a bumpy beginning in its first year as a slimmed down giant competing in new unregulated markets.

Profits have failed to match up to projections and questions have been raised about the new AT & T's ability to deliver and market new customer products and services in a fiercely competitive environment.

AT & T PAUL TAYLOR

admits Mr Allen, although he adds that he believes the worst is now past.

Some of this anxiety has stemmed from the structural re-organisation underway at AT & T. Essentially this re-organisation has focused on switching from a structure based on functions to one based on lines of business bringing together research, manufacturing, marketing and sales units under one of five market-oriented divisions of the new AT & T Technologies Group.

Major thrust

A second major thrust at the new AT & T has been towards greater cost control and cost reduction—a process which many industry experts believe was long overdue anyway.

In an effort to cut costs and modernise, four ageing Western Electric factories are being closed.

"There is nothing that shocks me more than in the marketplace, an experience that in a reasonably protected environment we did not fully appreciate," says Mr Allen. Now he says, "we are on the right learning curve."

Many AT & T employees have had to learn new skills and new ways of doing business.

"There has been a lot of anxiety among our employees,"

systems have been introduced, charges and access charges where the Communications group still labours under a serious cost disadvantage against other long-distance companies.

But prospects are brightening.

Further regulatory changes, though slow in coming, promise some relief for AT & T in its long-distance business and many of the raft of new products introduced by the Technologies sector in the past year have been well received.

"I see these first years as stepping stones to our future," says Mr Brown, a local industry analyst. "We will get more sure-footed as we make the transition, but it will be while before we are earning at a level that will meet the financial goals we have set for ourselves—and to which we remain committed."

Indeed, the company's financial performance to date has been another source of anxiety, not only to AT & T managers and employees, but also to investors.

AT & T's earnings have fallen well behind the projections made by the company ahead of the breakup and in the 1984 third quarter sales in both the Technologies group and AT & T Communications, which provides long-distance telephone services, fell from the previous quarter.

Nine month earnings of \$1bn or \$1.15 a share represented just 43 per cent of AT & T's pre-divestiture projection of \$2.02 a share in full year net earnings. Indeed, with Wall Street analysts now projecting full year earnings of around \$1.45bn or \$1.35 a share, earnings will barely cover AT & T's \$1.20 full year dividend reaffirmed by AT & T's board last month.

"We predicted we would face a tough first year and we have proven that ourselves," says Mr Allen.

Along with Mr Brown and other senior AT & T executives, he argues that much of the shortfall in projected earnings reflects the slower-than-expected regulatory action in Washington on such crucial issues as the level of residential end-user

switches, AT & T is "rambling-up" production of its 5ESS digital switch and has formed joint ventures with Philips of Holland, South Korean and Taiwan companies to market the product overseas. In 1984, AT & T shipped 14,000 digital switches with 2.5m lines of capacity compared to 27 switches with 180,000 lines in 1983.

This year, Mr Brown says, the company expects to ship 325 5ESS switches with 6m lines.

It is, however, AT & T's push into the unregulated office equipment and computer market which has perhaps drawn most attention—with success and some disappointments.

The new products have included the PC8300 personal computer, the 3B line of business computers and its system 88 system 75 and Merlin PBXs.

There is little doubt, inside or outside AT & T, that a mid-term Manhattan headquarter building that it is the convergence of telephone and data processing technologies that provides perhaps the greatest challenge for AT & T, which, with \$38bn in assets at about the same size as International Business Machines—increasingly seen as the arch rival.

AT & T regional holding company results

Name	3rd qtr revenue \$m	3rd qtr net income \$m	3rd qtr EPS \$	9 mths revenue \$m	9 mths net income \$m	9 mths EPS \$	1984 EPS Estimate	Access lines
AT & T	8.01	317.0	0.23	24.78	1,000.0	0.81	1.30	n/a
Ameritech	2.11	265.0	2.72	6.21	782.0	2.19	14.257,000	
Bell Atlantic	2.01	242.5	2.54	5.99	732.0	2.51	10.15	14,585,000
Bellsouth	2.38	326.0	1.11	7.60	894.4	2.06	4.10	13,855,000
Nynex	2.42	262.8	2.66	7.06	724.1	2.44	5.85	13,940,000
Pacific Telesis	1.98	223.3	2.23	5.75	659.5	0.65	5.50	11,237,000
Southwestern Bell	1.82	242.4	2.47	5.3	659.5	0.78	5.00	10,607,131
U.S. West	1.86	228.3	2.39	5.403	634.3	0.61	5.80	10,747,000

* Standard & Poors Outlook
† Earnings per share

Research by Riva Nachman

"we have not made a big dent, but it would be surprising for anyone entering a new market that competitive with such formidable competitors to make a big dent in six months," says Mr Allen.

Enthusiasm

AT & T executives also express strong enthusiasm and confidence in their new international partnerships, including the Olivetti link-up, despite some hints of early teething problems.

"New marriages are not without adjustments," says Mr Allen, but he adds: "We have been meeting recently to strengthen the relationship and to work out any hitches that may exist and to make plans for the future."

This year another flood of new products, including office

work stations, from the Olivetti partnership and improvements to the AT & T line of 3B computers are promised "fleeting out" the product line and confirming what Mr Brown terms AT & T's intention to be a complete vendor of office automation systems.

"We intend to be in the marketplace; we have the staying power and we have the skills and technology," says Mr Allen. The new AT & T may have set off to a rocky financial start but no one underestimates AT & T's determination to succeed.

The Bell system breakup is one-year-old and its repercussions are already being felt throughout the world telecommunications industry. It may be a decade before the market settles down. In the meantime, from the new AT & T's perspective, it is just the end of the beginning.

Changes will toughen competition

U.S. long-distance services

PAUL TAYLOR

THE BREAK-UP of the Bell system has created unprecedented opportunities—and risks—perhaps nowhere more so than in the U.S. long-distance telephone market.

AT&T and its long-distance telephone service, its rivals emerged from 1982 battered and bruised—but having learnt one clear lesson: selling long-distance telephone service is a cut-throat business in a changed environment where marketing is crucial and the customer is king.

"It is intensely competitive," says Sam Wilcoxon, executive vice-president for marketing at AT&T Communications—the AT&T unit responsible for long-distance service.

The new AT&T entered divestiture still with the lion's share of the \$45bn a year U.S. toll market but with other common carriers like MCI, GTE, Sprint and ITT and IBM's Satellite Business Systems snapping at its heels.

The divestiture agreement set in motion a process designed eventually to create a "level playing field" for competition in the long-distance market, and a marketplace in which customer charges would more closely reflect costs. The impact of this radical change is already being felt.

Central to this strategy is the notion of "equal access" to the local telephone system for all long-distance competitors. For the first time customers will be free to choose their long-distance carrier and place toll calls without the need to punch in a string of extra digits.

The move to equal access, in which customers are being asked to choose their favoured long-distance carrier began in Charlotte, West Virginia in July and will be completed by September 1986.

Market shares

What Charlotte and other early equal access areas have shown is that the change is likely to bring even tougher competition—and higher marketing costs—to the long-distance carriers as they rush to sign up customers.

It is also likely to change market shares, perhaps dramatically. MCI claims it is winning between 10 and 15 per cent of the market in equal access "competitions"—about three times its overall market share—while GTE Sprint claims between 6 and 15 per cent.

In the battle to sign up new customers, millions of advertising and promotional dollars are being spent. Last year alone, MCI spent \$20m—or a third of its total marketing budget—to sell its service to customers in equal access areas.

In contrast AT&T Communications, which has adopted a much tougher, hard-nosed advertising strategy, spent a total of about \$200m on market advertising last year. The AT&T dollars went not only on media advertising but also on projects like "opportunity calling" which offers long-distance customers dollar-for-dollar discounts on merchandise, and "reach out America," a cut-rate weekend and night-time

package which provides one hour of long-distance calls for a flat \$10 a month. More than 900,000 subscribers have already signed up opportunity calling.

There are other major changes under way which deeply affect the pricing of long-distance telephone calls in the U.S. and the finances of the companies which offer the service. For AT&T competitors the rights to compete on an equal footing with the industry's giant have come at a price.

Since last May, all the long-distance companies have had to pay access charges to Local Telephone companies to complete their customers' calls through local networks. While business customers, says that in revenue terms its market share is now down below 60 per cent and is still slipping. However, because of the growth of the market, AT&T Communications should still be able to increase its revenues in absolute terms.

Pricing strategy

At the same time, AT&T Communications has adopted a more aggressive pricing strategy which has surprised some Wall Street analysts and competitors with its force. says: "I think it is crystal clear through various initiatives that we don't intend to sit idly by; we do not intend to watch over the demise of AT&T."

This twin-bladed cost and pricing pressure has come at a time when the major long-distance telephone companies are spending heavily to expand and upgrade their networks. AT&T itself announced in November last year that it would spend \$2bn by 1990 to expand its long-distance network including 21,000 miles of advanced fibre-optic cable capable of carrying both voice and data.

Other carriers are also investing heavily. MCI spent \$1bn to expand its service last year and will spend the same again in 1985. GTE, which invested almost as much in sprint, actually had to stop accepting new customers at one stage last year because it ran out of capacity.

These factors have faced MCI and AT&T's other cut-price competitors with a cash squeeze. Both MCI and GTE reported big gains in the number of customers but lower revenues and profits in the September quarter. MCI's profits fell by 86 per cent while GTE's communications division, which includes sprint, lost \$1.7m.

Most Wall Street analysts expect a substantial shake out in the industry before the pricing structure stabilises. Many believe that the number of long-distance carriers could drop from around 400 currently to about 20 with the bulk of the business accounted for by a handful of big companies.

What is already clear is that the structure of the long-distance telephone market is undergoing a fundamental change. The old pre-divestiture Bell system together with the independent telephone companies commanded an over-

rate of return on its investment rather than the current 12.75 per cent fixed ceiling—a ceiling which it average 11.5 per cent return in the first nine months last year failed to match.

Whatever happens to the structure of the industry, MCI and GTE will almost certainly be among the survivors and Wall Street expects the financial manager of their parents will probably ensure the survival of ITT's service and that of SBS which has yet to make a profit.

Uncertainty

There is much more uncertainty about the hundreds of smaller companies and the resellers like Allnet who have prospered until now by leasing or buying lines at a discount from AT&T and other major carriers and then repackaging them for their own customers.

The battle has already claimed some victims. U.S. Telephone, once a leading reseller, was acquired last year by United Telecommunications, the large independent telephone company LDX and Lextel, two other resellers merged in July and Ford Aero-space and Communications acquired Starnet, a California acquired reseller.

While more stability and improved margins are expected as the market settles down, few Wall Street analysts believe margins will ever be as high as before divestiture.

The other side of the coin is that at least in long-distance telephone market, the customer appears to have benefited in terms of cost—even if he remains thoroughly confused about the changes.

Last year, long-distance rates fell by between five and six per cent partly reflecting local telephone charge increases and the monthly "connection" fees which have already been introduced by the U.S. Federal Communications Commission for business customers and will be phased in beginning in June for residential telephone subscribers.

We've the best business connections in Britain

The telecommunications equipment market in the UK is less than straightforward with a whole host of British and foreign companies competing.

Now, TIE/communications UK is bringing a new logic to the market place through advanced technology systems and investment in British manufacturing capability.

Our products are the best in their class

In an independent assessment of key telephones, covering features, technology and reliability, a leading business publication recommended our systems as the best value for small and medium sized users.

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We're committed to growth in Britain

Already we're assembling one complete product range in Britain and we've begun exporting systems to

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In the short term, as well as expanding our product range, we're proposing to increase UK manufacturing, extend our distributor network and create new jobs in a high technology industry.

In the longer term, we'll be seeking to locally source most of our components and use Britain as our base for a major export drive into Europe.

And we've the support of a global organisation

If what we've said so far sounds ambitious for a new company, we should perhaps add that we're a subsidiary of TIE International Inc, a leading designer and manufacturer of electronic communications equipment in North America.

Based in the United States, TIE generates annual sales of over \$400 million from operations in over 40 countries and has built a reputation for advancing the technology and reliability of telephone communications worldwide.

With all that behind us, watch us move forward in Britain.

What Charlotte and other early equal access areas have shown is that the change is likely to bring even tougher competition—and higher marketing costs—to the long-distance carriers as they rush to sign up customers.

It is also likely to change market shares, perhaps dramatically. MCI claims it is winning between 10 and 15 per cent of the market in equal access "competitions"—about three times its overall market share—while GTE Sprint claims between 6 and 15 per cent.

In the battle to sign up new customers, millions of advertising and promotional dollars are being spent. Last year alone, MCI spent \$20m—or a third of its total marketing budget—to sell its service to customers in equal access areas.

In contrast AT&T Communications, which has adopted a much tougher, hard-nosed advertising strategy, spent a total of about \$200m on market advertising last year. The AT&T dollars went not only on media advertising but also on projects like "opportunity calling" which offers long-distance customers dollar-for-dollar discounts on merchandise, and "reach out America," a cut-rate weekend and night-time

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International Telecommunications 3

Regionals are riding high

THE SEVEN regional telephone holding companies were called Ma Bell's "orphans" when they were spun off a year ago in the biggest-ever, court-ordered divestiture. The regional holding companies—each a giant in its own right—faced an uncertain future in a fast-changing industry.

One year later, many challenges still remain but the new "seven sisters" have already proved they can stand on their own. Their profits have been higher than projected, dividend increases are expected and share prices are riding high, outperforming the market.

U.S. regional telephone companies

PAUL TAYLOR

Slightly below expectations, Bell opened its company's books in November to show \$2.6bn in state authorised rate increases with decisions on \$3.4bn in higher charges still pending, according to Salomon Brothers figures.

The seven regionals have also begun to develop their own distinctive strategies and have not shied away when these have brought them into apparent conflict with AT & T, the supposed "new order," and even with each other.

In several cases regional companies have bid in direct competition with AT & T for lucrative commercial and industrial contracts. So far, AT & T has won most of the contests, but the battle is on. Similarly, the Bell companies have begun to offer services to customers in their "sister's" patches. Bell Atlantic has won an Inland Revenue contract in New York. Nynex's backyard in a U.S. West subsidiary is offering a one-stop service in 50 cities nationwide.

"The fundamentals of the local exchange industry are both sound and improving," says Neil Yelser, a Salomon Brothers expert. The strong growth in the U.S. economy has helped the regionals. But with local telephone service still providing over 95 per cent of their revenues, their success in winning rate increases from state regulators and an impressive, and largely unexpected, drive to cut costs and staff have been major factors in their performance to date.

U.S. West, for example, has trimmed its workforce since January 1, 1984, by more than 3,000, while Nynex has cut more than 2,500 jobs. Meanwhile, while revenues have fallen

able profit for their parent companies by the end of the decade, says Mr Neil Yelser in a recent Salomon report. Already, these non-regulated businesses are beginning to contribute to the bottom line at some of the regionals.

Most of the regionals are already selling private branch exchange equipment (PBXs) sold by Northern Telecom and other AT&T rivals.

By some estimates, their share of the equipment market could rise from nothing to perhaps 25 per cent within a few years. Ameritech's equipment subsidiary, one of the most aggressive, sold over \$100m of telephone, office communications and data transmission last year.

A Nynex subsidiary has begun opening Datacom stores to offer a wide range of telecommunications and computer products—including IBM products—to small business and professional buyers and last month signed an agreement with Data General, the computer group, to offer Data General's complete line of products.

Nynex Business Information Systems president, Mr Richard Santagati, noted: "Business customers no longer are satisfied with communications companies that can meet some of their needs. They want one company, one source that will investigate their communications and information needs and design an integrated system that truly works."

A unit of Southwestern Bell has won a joint venture five-year contract to sell Yellow Page advertising in Australia and several of them are venturing into the property business.

Challenge

The Bell companies are also beginning to challenge AT&T's dominance of complex leased business equipment by cutting prices and reviving a system called Centrex which offers customers many of the advantages of an in-house PBX.

Other Bell companies are seeking permission to offer high speed computer communications using new digital switches that are currently at mid price. Most have become involved in the explosion of cellular car telephone systems and some are edging toward offering interactive cable TV and video services.

But they have also already gone further than perhaps was ever anticipated in challenging the basic barriers implicit in

the divestiture agreement which separates regulated local telephone service from non-regulated businesses.

Last month, with the backing of the U.S. Federal Communications Commission (FCC), they won an important ruling from Judge Harold Greene—architect of the Bell system break-up.

The ruling will permit six of the seven Bell companies, through separate subsidiaries and with certain limitations, to proceed with plans to enter new businesses including computer and office equipment sales, property services and a variety of foreign ventures.

Approval

Judge Greene's ruling allows Nynex opening Datacom stores to offer a wide range of telecommunications and computer products—including IBM products—to small business and professional buyers and last month signed an agreement with Data General, the computer group, to offer Data General's complete line of products.

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These new ventures represent an important toe-hold for the regionals in high-margin value added services and the ruling is expected to be the first of many in similar applications.

Despite this relatively rosy outlook, the Bell regionals do however, face a series of serious challenges. Among these, some state regulators are beginning to pare back rate increases and are considering allowing new local competition for local telephone service.

By the end of this century, many Wall Street analysts believe all local exchange operators will face considerable competition.

Part of this competition is likely to take the form of "by-pass" systems used by large business customers to route calls without entering the local telephone network. Since business customers generate a disproportionately high per-

centage of the regional's revenues, by-pass represents a potentially serious threat.

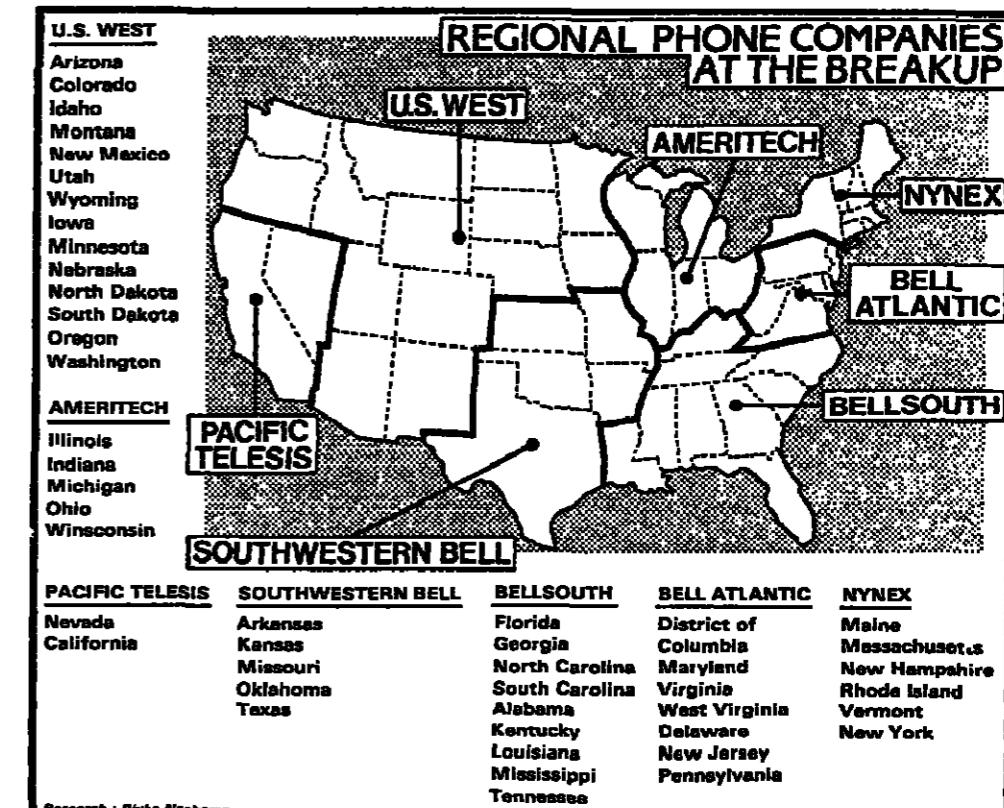
State regulators may be inadvertently encouraging by-pass by perpetuating a charging structure still unrelated to costs and which effectively means business customers subsidise private subscribers.

For example, Pacific Telesis estimates that the cost of providing individual subscriber with a dial tone is \$28 a month.

Even with the recent rate increase an individual subscriber is still only paying \$8.25 a month for the line.

Another potentially serious challenge comes from the possibility that AT&T will set up its own tolling system for long-distance customers—a move which could deprive the regionals, who currently provide the service on contract, of perhaps \$2.5bn a year in revenues.

For the moment, however, the regionals have generally delivered on their promise at divestiture. The parts do indeed appear to be worth more than the whole.



Battle of the Titans

U.S. equipment manufacturers

LOUISE KEHOE AND PAUL TAYLOR

THE CONVERGENCE of telecommunications and data processing technologies into the field of digital communications is dramatically reshaping the telecommunications equipment industry. Coupled with deregulation of the U.S. telephone system and the break-up of AT&T, the spread of digital communications has created a new and fiercely-competitive environment for all types of communications apparatus.

Over the past year this has been particularly evident in the market for "private branch exchanges" (PBX), systems that automatically direct message calls between anything from a dozen up to 1,000 or more telephones, computers and video services.

The PBX market has come to

exemplify the clash of the Titans of each of the traditional business sectors—AT&T, the communications giant, and IBM, the master of the computer universe.

AT&T used to virtually own the PBX business. Ten years ago Western Electric (now part of the new AT and T Technologies group) supplied about 85 per cent of such equipment used in the U.S. Today the picture is very different as new and aggressive U.S. companies and foreign competitors from Japan and Europe have moved into the market.

The new AT & T is struggling to hold on to a 30 per cent market share. Its closest rivals are Rolm and Northern Telecom, both of which claim about 18 per cent of the \$3bn business.

Other major competitors include Mtel of Canada which has just over a 10 per cent share of the market and, despite problems, still dominates the low end of the market. Siemens of West Germany, L M Ericsson, Nippon Electric and ITT.

IBM's recent acquisition of Rolm has placed the computer company in direct competition with AT & T. Although IBM has been developing its own

PBX technology for several years (having pulled out of a venture with Mitel in 1983 when the Canadian company ran into delays with its SX-2000 switch) and was widely expected to challenge the current market leaders with its own office communications systems, the new IBM/Rolm alliance gives IBM an immediate and strong position in the field.

The new PBX is now widely seen as the communications element in office automation—the hub to which all other equipment will be attached. PBXs use ordinary phone lines to send messages, so they are cheaper and easier to install than alternative networking systems such as local area networks.

The local area network (LAN) was once regarded as a competitive approach to the problem of stringing together hundreds of pieces of office equipment, but is now seen as a complementary sub-set of the office network. The PBX, according to most analysts, will become the universal switching system.

The PBX market can be divided into several distinct sectors: under 200 lines, 200 to 500 lines, and systems capable of handling 500 lines and more—including the big network switches used by local telephone companies. The factors affecting the purchase decision, the channels of distribution and the competition, are quite different in each sector.

Over the past year, the under 200 line sector has been growing rapidly. Major competitors here include Mitel, Rolm, Siemens and AT & T. These "small" PBXs are sold to small businesses and pricing is highly competitive. By 1990 this section of the market alone will total over \$4bn, according to the analysts L F. Rothschild.

In the 200-to-500 line sector of the market, AT & T, Rolm, Northern Telecom, Mitel and ITT are the major competitors. Other companies like Intercom, which is 20 per cent owned by Wang, the major office automation supplier, have also entered as serious contenders in this section of the market. Intercom, with its range of voice/data switching equipment, is 20 per cent owned by Wang, a major office automation supplier.

● Manufacturers scramble to boost output: see page 12

The miracles of technology explained in seconds.

International Telex

The service provides transmission by cable, satellite, microwave radio and high frequency radio telegraph channels from 95,000 UK users to 188 countries via IXDD.

International Data

This data transmission service supports customers' computer-based applications, using modems on International Switched Telecommunications networks.

International Video Conferencing

Using signals carried in a compressed format over digital communication links, this service provides two-way interactive audio and visual communication.

International Facsimile

High technology scanning and digital compression techniques have combined to create this telecommunications medium which enables fast and efficient transmission of all documentary material worldwide over the International Telephone network.

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International Telecommunications 4

State telecommunications authorities as well as equipment-makers are coming under growing pressures

Long-established policies face big challenges

PRESSURES for change are crowding in on Europe's telecommunications industries from all directions. Rapid technological innovation, radical shifts in economics and the backlash from U.S. deregulation are combining to challenge the stability of long-established policies and institutions.

Historically, the framework within which telecommunications has developed since early this century has been broadly the same throughout Europe. In most countries it has been regarded as a "natural" monopoly, justified by social objectives and by economies of scale which argued in favour of a single national network operator.

Many of the problems confronting European countries today are also similar. Evolving technology has extended the boundaries of telecommunications services and has thrust it into the forefront of the emerging information economy. As new products and services proliferate, customer demand for much wider freedom of choice are growing space.

State telecommunications authorities (PTTs) are coming under growing pressure, either to become more flexible and responsive to a much more vigorous market, or to permit deregulation of some activities which have in the past been the exclusive domain of monopoly privilege.

The European scene

GUY DE JONQUIERES

At the same time, Europe's leading telecommunications equipment manufacturers faced increased uncertainties. Many of them have long operated almost as extensions of state monopolies and have been supported by their national PTTs, which have provided a captive market for their products.

But harsh economic realities are imposing severe strains on these traditional relationships. The costs of developing sophis-

ticated new telecommunications systems are soaring to the point where it is increasingly difficult to recoup them profitably through sales even to the largest European national market. The problem is exacerbated by the near-universal trend among PTTs to split orders for equipment such as public exchanges between two or more competing suppliers.

However, reactions by individual European countries to these challenges have so far been widely divergent. The differences between them have been heightened by the UK's decision to modify fundamentally its telecommunications policies by embarking on a programme of liberalisation and by selling shares in British Telecom to private investors.

The UK's actions have been greeted by bewilderment and disapproval elsewhere. At a Financial Times conference in December, M. Jacques Doudoux, director general of France's state telecommunications authority, rebuked the UK for turning its back on the rest of Europe. Some German critics have accused Britain of naively U.S. deregulation.

None the less, though no other European country seems ready

to plunge down exactly the same road as the UK, several are starting to re-examine existing policies and practices. In the Netherlands, a public debate is under way on proposals to liberalise some aspects of the PTT monopoly.

Strategy

In West Germany, the federal government recently appointed a committee to study the long-term development of the country's telecommunications strategy and to recommend changes in the policies of the Bundespost (Post Office). Some observers

have forecast that the committee will suggest splitting the postal service from telecommunications and deregulating the supply of subscriber apparatus.

France and Spain, as well

as British Telecom, have agreed to link up with MCI Communications of the U.S., which is challenging American Telephone and Telegraph's monopoly over transatlantic traffic. France, while condemning the outbreak of competition in international services, has none the less matched recent cuts by AT&T.

Just how far these various developments will go is still uncertain. Much may depend

on the balance of political forces in each country. But there is little doubt that proposals for radical changes will face strong institutional resistance from PTTs which have long been accustomed to functioning as largely autonomous entities with wide-ranging authority.

The outlook is further complicated by the role which many PTTs play as instruments of industrial policy. Their technical resources, their expertise, their control over markets and, above all, their massive procurement power enable them to wield immense influence over local telecommunications and electronics industries.

In France, this role was recently made explicit in the Government's decision to transfer to the Direction Générale des Télécommunications responsibility for directing and funding the country's industrial electronics strategy, the *stratégie électronique*.

In France, in spite of liberalisation, the Government is encouraging British Telecom to become the country's information technology "flagship". The idea seems to be that BT will assume a patriotic mission, leading smaller companies in an assault on world markets. How that will fit with BT's deter-

mination to adopt a much more hard-nosed commercial attitude in future is not clear.

Monopoly practices and protectionism have also enabled most European countries to maintain balanced trade or surpluses on telecommunications equipment. That is in contrast to the sizeable deficits which most suffer on other electronics products such as semiconductors and computer equipment and services.

Momentum

Talks between European manufacturers on proposals for joint development projects have gained momentum in recent months. But so far, no major agreements have been reached. Much depends on whether PTTs are willing to commit themselves to buying the products resulting from such collaboration.

France has been pressing other EEC countries to agree to a reciprocal opening of national markets. However, its proposals for cross-procurement of public exchange lines have been opposed by British Telecom, while Franco-German plans to develop jointly a cellular mobile telephone system have also been stalled.

Every European country pro-

claims its commitment to opening a genuine common market, but each, it seems, is waiting for the others to act first. This political hesitation allied to the formidable technical complexity of standardisation issues does not provide much optimism that progress will be made quickly.

Meanwhile, commercial pressures on the supply industry seem certain to continue. In particular, the market for digital public exchanges is starting to look dangerously overcrowded, with almost a dozen different manufacturers fighting for survival. This compares with only three or four in the U.S.

Many industry experts expect a major shakeout among European suppliers in the next decade. Ironically, progress towards the creation of a genuinely competitive European market could accelerate that process. The result might be a fitter, though leaner, industry. But that prospect is severely likely to cause those firms which stand to lose out that the sacrifice was worthwhile. Every body, after all, likes to think that he will be the last player left in a game of musical chairs.

An industry in transition

THE IMMENSELY successful stock market flotation of shares in British Telecom late last year marked the culmination of a series of policy measures put into effect by the Thatcher Government which have transformed the UK telecommunications industry in the past five years.

BT's statutory monopoly has been dismantled and replaced by a more liberal regime; Mercury Communications, a subsidiary of Cable and Wireless, has been licensed to compete with BT in offering business communications services and two rival consortia (one led by BT, the other by Racal) have been authorised to operate cellular mobile radio networks.

In addition, the formerly rigid rules governing the supply of apparatus and services have been considerably loosened; companies operating private networks have been permitted limited freedom to extend their use beyond their own internal communications; and a new regulatory system and watchdog authority, the Office of Telecommunications, have been created.

Telecommunications users have undoubtedly benefited from a wider choice of equipment and services and from keen pricing. To a considerable extent, the change in the market has been due to improvements in the performance of BT itself, which has responded to the challenges and opportunities offered by liberalisation with surprising vigour (see accompanying article).

However, though it has gone much further than any other European country in changing the monopoly structure of its

industry, Britain does not yet have truly open competition in telecommunications. It is certainly a long way from the "free-for-all" which has taken place in the U.S. in the past few years.

BT remains overwhelmingly the dominant force in UK telecommunications. It has retained control of all its existing markets and has moved successfully into new ones—for example, the sale of large private branch exchanges (PBXes), which it did not start supplying until 1983.

It seems certain to keep a de facto monopoly over the local network until at least 1990, and until then Mercury is expected to be its only challenger in long-

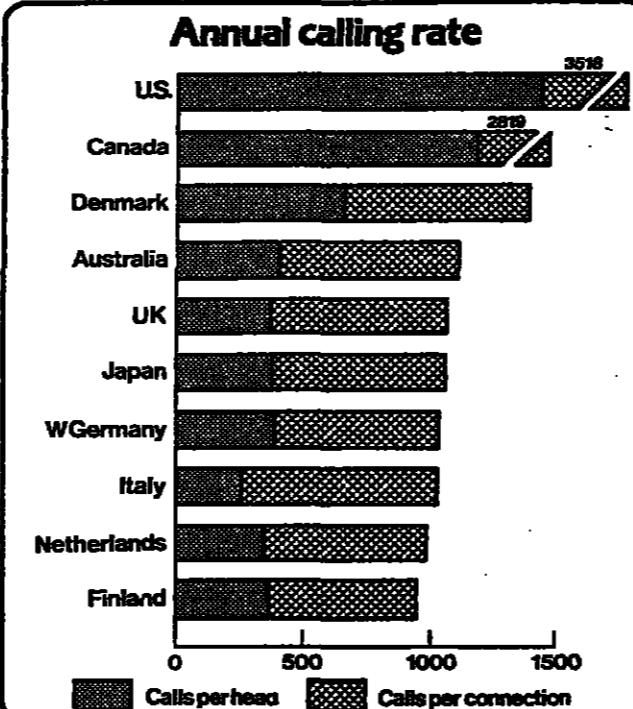
UK policy changes

GUY DE JONQUIERES

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● The telephone calls per head in the UK and West Germany are almost the same. An outstanding figure is the annual call rate of Denmark, some 50 per cent higher than that of the UK and Germany.

Sector has prospect of explosive growth

Value-added network services

JASON CRISP

VALUE ADDED network service is not a description that trips lightly off the tongue, yet many people in the industry believe VANS will soon become one of the fastest growing and most exciting areas in telecommunications.

According to a recent report from the U.S. consultants Frost and Sullivan, revenues of all VANS in Europe will rise to \$5.7bn by 1990, compared with \$532m last year.

Britain is now the largest market for VANS in Europe and is likely to stay in that position for several years because of the liberalisation of the UK telecommunications environment.

VANS in the U.S. have been completely deregulated—including the straightforward resale of circuits which has resulted in a rapid growth of a great number of services. The range and variety of the services on the telephone network which can be called VANS is enormous—from simple voice services like telephone answering to the sophisticated data communications being used for electronic banking.

The first value added service provider to be given a licence in the U.S. was Telenet Communications, now part of General Telephone and Electronics, in 1978. The main service offered by GTE-Telenet is a packet-switched data network which allows different computers and terminals to communicate with each other.

Other major suppliers of VANS in the U.S. include Tymnet, Graphnet, ITT, Dacom Inc, ADP's Autonet, Computer Services, IBM's Information Network and Solid State Systems.

VANS have been slower to develop in Europe mainly because they are normally a monopoly of the national telecommunications authority. Increasingly, the telephone authorities themselves are looking to VANS as a way of boosting revenues as they see the size of their networks nearing saturation.

A number of European PTTs have started introducing services such as videotex (like Britain's Prestel service), packet-switched data networks, electronic mailboxes, radio paging, automatic credit card verification and video conferencing.

The greatest growth in VANS is expected to come in Britain as a result of a considerable liberalisation plan of wider opening of the UK telecommunications. The liberalisation has brought a swift reaction from British Telecom which has introduced a number of new services.

In addition to its pioneering work with Prestel which is now

UK Operators of VANS

Company (and name of service)	Category of Vans
ADP Network Services	Mailbox, Viewdata
AVS (Context)	Viewdata
Basic Computing Services (Holiday Master)	Automatic ticket reservation and issuing
British Telecom, Business Switchboard + Cable + Satellite Telecommunications (Spectrum services + Prestel)	Various
Cable and Wireless (Easylink)	Mailbox (TWX forwarding)
Darene International (The Darene Connection)	Conference calls
Datavision Telesystems	Viewdata
Datec (Envoy)	Mailbox
Digital Paging Systems, Paging system	Viewdata
Exac Telecommunications, Common base station	Mailbox
Istel (British Leyland) (Comet)	Mailbox
Istel (Viewshare)	Viewdata
Kensington Datacom (One to One)	Mailbox
MDS Computer Systems (WINC)	Mailbox
Numec International (Capital)	Viewdata
NVA Consultants	Viewdata
Ocean Transport and Trading	Viewdata
Seabord (Credit and load management system)	Viewdata
Telephone Broadcasting Systems (Telemessaging)	Telemarketing
Ticketmaster (Ticketmaster)	Automatic ticket reservation and issuing
Automatic ticket reservation and issuing	Viewdata
Travicom (Travicom)	Viewdata
Vitel Group	Viewdata

Source: Department of Trade and Industry

just profitable BT has launched a number of new services under the BT Spectrum heading. The first was Telecom Gold, a joint venture with ITT Dialcom of the U.S. to provide an electronic mailbox. Other new services include Telecom Silver (credit card verification), Telecom Red (telephon-based security alarms), and Telecom Tan (computer assisted telephone marketing).

BT's most ambitious VANS was a proposed joint-venture with IBM which would have provided a sophisticated system providing "managed data network services" such as advanced electronic ordering, billing and payment systems.

After a strong response from a number of potential competitors and objections by the new regulatory body, the Office of Telecommunications, the Government rejected the proposal.

ICL, the British mainframe computer company recently bought by Standard Telephones and Cables, is co-operating with AT&T in the provision of VANS. ICL's plan is to buy equipment from AT&T as well as link its UK network with the U.S. telephone giant, Net 1000.

ICL intends to provide a network to members of the Aricle Numbers Association to communicate with each other

electronically. This would mean retailers and suppliers would be able to exchange orders, invoices and credit notes with each other electronically.

A number of other companies have applied for licences to provide VANS in Britain and several are in service. These include:

- Electronic mailboxes such as Easylink, run by Cable and Wireless and Western Union.

- Videotex companies offering and using videotex (viewdata) services include ADP Network Services, AVS, Debentons, ITEL and Datavision.

Frost and Sullivan expect some sectors of VANS will be both large and achieve a very high rate of growth in the second half of the 1980s. The company says that text and message services will show the highest growth from total revenues of \$20m in 1984 to \$1.25bn by the end of 1990.

On-line databases are also expected to show a similar strong growth from \$370m in 1984 to \$1.32bn by the end of 1990.

Definition

The problem which faces all countries—but particularly Britain at the moment—is defining VANS and deciding where a service stops being Value Added and starts being part of the basic telephone system. The point is critical because if the line is not drawn somewhere it effectively allows companies to compete to provide basic network services.

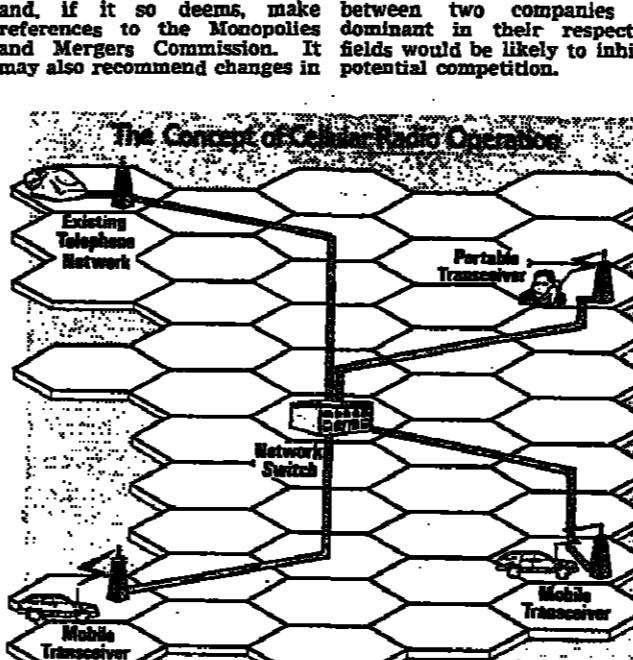
In the U.S. the Federal Communications Commission eventually gave up trying to define the border between computing and communications.

* *Value Added Networks in Europe*—available from Frost and Sullivan, 106 Fulton Street, New York, or 104-112 Marylebone Lane, London W1.

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● Competition is intensifying between cellular radio-telephone systems. This trend is further examined on Page 12

UK value-added network services

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Source: Department of Trade and Industry.

International Telecommunications 5

BT's revolution has some way to go

OF ALL the changes which have taken place in the British telecommunications industry since the Government began its liberalisation programme in 1981, probably none has been more dramatic than the upheavals in the organisation and operating methods of British Telecom.

BT is in the midst of something of a management revolution intended to transform it from a notoriously inefficient civil service bureaucracy, ingrained with a rigid rule-book mentality, into a more tightly-run commercial enterprise which responds aggressively to market opportunities.

The transition still has a long way to go. Many parts of BT are still inconsiderable turmoil, as its sometimes bewildered staff struggle to adjust to its new role. The quality and reliability of its services—which must contend with the legacy of an antiquated public network—continue to arouse criticism, too.

A blitz on telephone installations has cut the waiting list from 200,000 to around 20,000 in three years, and many of BT's business customers say that it is visibly making a greater effort than in the past to meet their needs.

It has also sharpened up its marketing. It has launched a flurry of new services, such as high-speed data and satellite links, and has moved aggressively to consolidate its position in the apparatus supply market. Too, however, according to some competitors, which complain that BT has used deep price cutting and other questionable practices to win orders.

Initiative

The central thrust of the management philosophy implemented by Sir George Jefferson since he became BT's chairman in 1981 has been to break down the highly centralised organisation into a number of devolved "profit centres" and to encourage managers to take the initiative in running their businesses.

The first phase of the reorganisation, begun in 1982, was to split BT into five divisions. They are:

- Local Communications Ser-

Substantial changes have been made within the divisions themselves. LCS, for example, plans to strip out a whole layer of regional management and replace the country's 61 telephone areas with 24 districts. A primary objective is to reduce the dependence of operational management on BT headquarters and to increase responsiveness to customers at a local level.

Not surprisingly, perhaps, radical changes rammed through at such speed have sometimes created internal conflicts and loose ends. The precise balance of authority between central headquarters and the devolved operating units is not always clear, and overlaps have arisen between and within the major divisions. One recurrent issue has been how responsibility for apparatus marketing should be divided.

Nonetheless, the prevailing view at the top of BT is that such tensions will resolve themselves in time, and that a period of adjustment through trial and error is inevitable while managers accustom themselves to their new-found autonomy.

Priority

BT's immediate priority is to get a firmer grip on the public network business which provides most of its revenues. It has been granted what amounts to a five-year grace period, during which its only competitor will be the privately-owned Mercury network.

Like most telecommunications monopolies, BT has historically subsidised its unprofitable local network business out of revenues from its highly lucrative long-distance and international services. Because competitors will focus on those services on which BT earns its biggest margins, the company must reorganise its revenue structure.

This is a two-pronged process. One task involves "rebalancing" tariffs so that they are related more closely to the costs of the services concerned. BT has already begun this process, with the consequences that tariffs for residential services are rising faster than for long-distance services.

To carry this objective through, however, requires much more precise financial information than BT ever needed as a nationalised monopoly. The company is making a major drive to install proper internal accounting systems to provide a clearer picture of where it makes and loses money.

The second prong is to reduce costs and improve efficiency. BT is still saddled with a much older public network than most

of its counterparts in the rest of Europe. By using the latest digital technology in its network, Mercury should benefit from significant cost advantages.

New orders

BT has responded by stepping up sharply digital exchanges, which will require far less maintenance than the old mechanical equipment they are due to replace. It is also taking a much tougher value-for-money approach to its main suppliers: one result is its recent decision to seek international bids for second generation system to complement with System X.

It also plans to automate much of its internal administration, most of which is at

present performed manually. It aims to invest well over £100m in the next few years to computerise its entire customer service system, to enable its staff to obtain a wide variety of customer information on desktop terminals.

BT has reduced its staff by 15,000 over the past three years.

But it still looks heavily overmanned by international standards, with a customer/employee ratio less than half of Bell Atlantic in the U.S. and only two-thirds that of the French telecommunications authority. There are indications that it may need to resort to compulsory redundancies to streamline its labour force in the next few years instead of early retirements and attrition, on which it has largely relied so far.

BT will also be closely watching in the coming months for signs of how it plans to expand into new areas. Its top executives have emphasised that they see the company developing in future beyond its traditional role in communications transmission and moving more strongly into fields such as information processing and value added networks.

They are convinced that, to do this successfully, BT must establish an international presence, particularly in the U.S. It was difficult for BT to diversify overseas while it remained a nationalised industry. However, privatisation has opened the door to such expansion. BT is studying closer prospects for acquisitions, joint ventures and other forms of link-ups.

UK PABX suppliers

Sub-100 line PABX market in 1983

	Sales £ million	Market share by units (%)
BT	90	80.0%
Norton	3	19.5%
STC (OCS 300)	1	0.5%
	94	100%

Large PBX market in 1983

	Sales £ million
BT	38
Telephone Rentals	10
Plessey*	7
EMI	7
Hiorts	3
STC	3
Ferranti GTE	2
Thoro Ericsson	2
GEC, Mitel, Phillips	2
	75

* Plessey also supplies BT and Telephone Rentals
Source: Scott, Goff, Layton

Rival struggles to take wing

Mercury

JASON CRISP

"THE MYTHICAL Mercury was the Roman figure of eloquence and skill and had wings on his hat and heels; we, too, offer our services as messengers of the Gods and will be developing wings in places he did not think of," says Sir Douglas Lowe, chairman of the terrestrial Mercury.

There is no shortage of people wanting to see Mercury fly in the commercial sense, not least because it has provided a remarkably effective stimulus to British Telecom.

This new rival for BT will provide a competing telephone service and is the central plank of the Government's policy to liberalise telecommunications in Britain.

Before Mercury was set up, business customers complained bitterly about the lack of high speed data communications from BT, the restricted range of apparatus that could be used on the network and the inordinate delays in providing private circuits. But in the last three years, BT has been responding to the threat of competition with an alacrity no-one dreamed it possessed.

The speed of BT's response has forced Mercury itself to rethink its own position several times. It started with the

intention of providing point to point high speed data links for large organisations in England.

Today, it is planning a switched voice and data service for a much wider range of organisations and with a strong emphasis on international links as well, is spreading its network into Scotland and Wales.

Mercury recognised that it could not compete commercially successful if it were restricted to selling leased lines as had been originally envisaged and which was specified in its original operating licence.

"International and public switched services were a substantial source of revenue for BT and if Mercury was to compete it would need to grow in these areas as well," says Sir Douglas.

"Efforts to persuade the Government to extend the Mercury licence in these directions were unsuccessful but arguments from BT that the plan was being moved..." he adds.

The new licence, published at the end of last year under the 1984 Telecommunications Act gives Mercury broadly similar rights to BT.

Mercury was set up in early 1982 as a joint venture between Cable and Wireless, BP and Barclays Merchant Bank. In May last year, Barclays Merchant Bank sold its stake to the other two partners, and in August Cable and Wireless bought out BP, paying about £30m for the 50 per cent stake.

One result of the change in

ownership is that Mercury is now forging a much closer relationship with Cable and Wireless which has considerable telecommunications expertise outside Britain.

One result is that Mercury is likely to be closely linked to Cable and Wireless' international operations such as Hong Kong. Effectively, it also marks Cable and Wireless' re-entry into the UK telecommunications market for the first time since the late 1940s.

Currently Mercury is still building its figure of eight trunk communications loop in England which goes from London to Bristol, Birmingham, Manchester, Leeds, Rugby and Nottingham.

In addition, Mercury has built a local distribution network in London which uses microwave and is in the process of buying the 180-mile pipe network of the London Hydraulic Power Company. The pipe network covers much of the City and West End of London and will provide Mercury with a valuable way in which to reach its customers by cable.

The first links are being made with microwave and then followed with optical fibre cables which are being run alongside British Rail's tracks. The London - Birmingham - Manchester microwave section has been completed and the figure of eight is scheduled to be finished by the end of next year.

It has taken Mercury rather longer to get into operation than was first anticipated. Delays have ranged from internal problems to industrial action by the main BT union, the Post, Office Engineering Union and planning refusals for microwave towers.

Most of these hurdles have now been overcome as Mercury has reached an out of court settlement with the POEU and the Environment Secretary has intervened to resolve the dispute over planning permission.

With the basic network only partly complete Mercury is now able to disclose a growing list of customers. These include:

- The Charing Cross Hospital Group which uses Mercury to transmit video pictures between hospitals such as the Charing Cross itself and the Middlesex for teaching.
- The Stock Exchange, stockbrokers Phillips and Drew and Lloyd's bank, which will use American, a telephone and data service via satellite between London and New York run as a joint venture between Mercury and Western Union.
- Racal Vodafone, the new cellular radio mobile telephone network, to be used by Mercury.

- Customs and Excise and the Central Office of Information are the first Government customers willing to be named and are using Mercury for internal voice links within London.
- Ocean Containers Ltd (OCL) is using Mercury to provide a link between London and Birmingham for voice, data and telex.

With most of its regulatory and political problems resolved and the basic network nearing completion Mercury now needs to expand its customer base rapidly. This is sure to face fierce competition from the newly privatised BT. It does still have to negotiate with BT on the critical issue of interconnection with its local network.

Mercury intends to specialise in high quality services and expects most of its business to come from four main areas:

- High quality transmission for major users of integrated voice and data services.

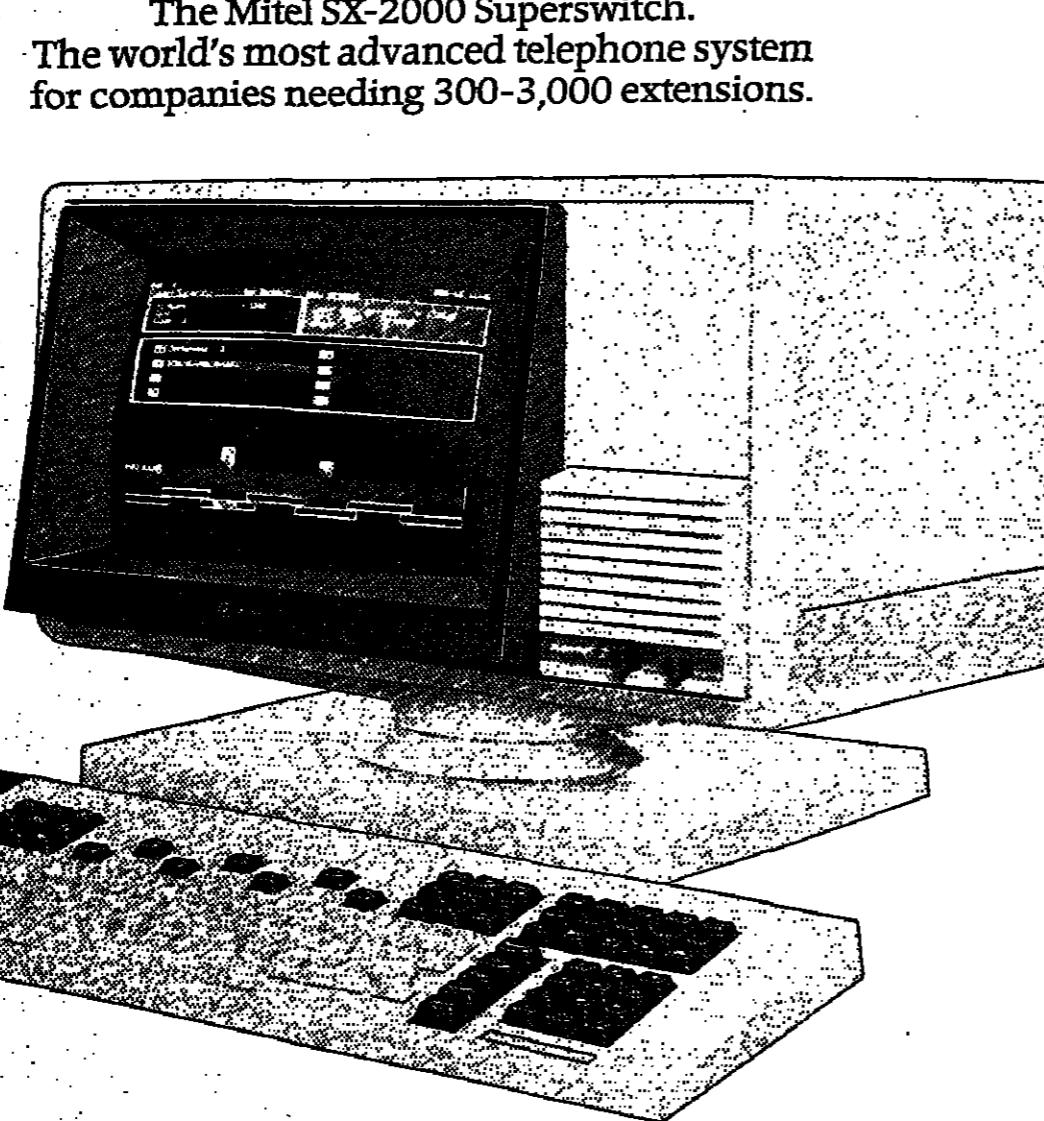
- The smaller uses of its system selected switched services.
- The transmission and switching of the new and fast growing value added network services.

- Specialised networks.

Mercury has a minimum of six years as the only direct competitor to BT's network services, although other competition may develop as the boundaries with value added services become increasingly unclear.

If it does succeed, it could become highly profitable in the fast growing areas of telecommunications. It may also become a model for other countries which want to stimulate competition without going as far as the open house rules in the U.S.

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International Telecommunications 6

Experts to study world developments in technology

Learning how to adjust to the changes

AN EXPERT committee is expected to get down to the task this year of studying how West Germany should face up to the telecommunications challenges of the future.

The Federal Government in Bonn decided some time ago that it wanted a committee to look at the technological changes shaping up and at the steps already taken abroad to adjust to them.

Among other things, the committee is likely to look at the deregulation of telecommunications in the U.S., with the splitting up of AT&T, and the measures adopted in the UK, UK to encourage and spur private British Telecom and to allow competition in communications from such concerns as Mercury.

Although the West German committee will have a wide field to study, it is likely to attach importance to the framework within which the Bundespost, the postal and telecommunications authority, is already operating.

The fact is that, while measures taken in the U.S. the UK and some other countries have been keenly watched in West Germany, there has been widespread caution about following suit.

Liberalisation

The committee is to examine how to liberalise the market for end-user telecommunications equipment, in view of the rapid innovation and intense competition. It is also to consider whether organisational changes would enable the Bundespost to react more quickly to technical and economic developments.

Dr Christian Schwarz-Schilling, the postal minister, believes that the committee's recommendations are likely to lead to legislative measures in the next parliament due to be elected in 1987.

In his office overlooking the Rhine river in Bonn, Dr Schwarz-Schilling voices reservations about the effects of some deregulatory moves abroad. Referring to developments in the U.S., he says, "I am anxious to avoid a situation where individual telephone users face an increasing cost burden while long-distance and commercial users gain."

He also feels that proposals

for the Japanese telecommunications authority may in fact strengthen its monopolistic position because of its role as a supplier of equipment.

In his eyes, the essence of the Bundespost's role is to provide the country's communications network. "We will retain that," he says categorically.

He believes the appropriate place for private competition is the market for user equipment, with the state refraining from producing such equipment.

"We want to offer everyone the same transport medium," he says. "We believe that through interface standardisation, everyone will be able to use the communications network as a transport medium under the same conditions. Competition in user equipment will really be come possible."

Dr Schwarz-Schilling says that he came to office determined to administer the Bundespost flexibly within the existing legislative and regulatory framework.

"I want to use these laws very flexibly where there is room for manoeuvre," he says. "The previous government used these laws to strengthen the Bundespost monopoly and to limit the scope for private interests."

As an example of a more liberal private enterprise approach, he cites the current policy of allowing private interests the sole right to connect up coaxial cable to TV sets within dwellings, once the Bundespost has brought the cable to the dwellings.

On the Bundespost's purchase of telecommunications equipment, Dr Schwarz-Schilling says he is in favour of opening up West Germany to international competition—but on the basis of mutual opportunities.

Dr Schwarz-Schilling has come under the heaviest fire, however, for his decision to force the pace of copper coaxial cabling, which involves outlay of DM 1bn a year.

Dr Schwarz-Schilling does not favour a strict separation of the loss-making postal area from the telecommunications services, whose profits subsidise postal operations as well as providing a contribution to government finances but he is in favour of increased automation

and electronic data processing.

He also feels that proposals

addition to charging some relatively high tariffs.

While the Bundespost has made some concessions to criticism, it is pressing ahead determinedly with its basic strategy.

In view of the changing world picture of telecommunications, however, the Federal Government announced nearly a year ago that it would appoint an expert committee of inquiry with members representing business, political and scientific interests. It has been finalising the choice of committee members in recent weeks.

Monopolies

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International Telecommunications 7

Growing-up pains for state infant

Ireland

BRENDAN KEENAN

IRELAND'S NEW state-owned telecommunications company, Telecom Eireann (TE), has had a difficult first year of existence, since it was hived off from the former Department of Posts and Telegraphs.

The long-suffering customer remains sceptical about TE's promise to create a first-class service. There is a lack of overall agreement on exactly what the Irish telecoms service should provide, and an unseemly row has broken out over money for Finance.

It is important that these difficulties should be overcome because Ireland has the potential to develop, in the words of TE, the best telecommunications' service for its size in the world. The 15bn development programme of the last five years catapulted the infrastructure from the technology of the 1940s to that of the 1980s.

The development programme took the bold decision to install a digital trunk switching network. Seven of the eight key exchanges, supplied by L.M. Ericsson and CIT-Alcatel, are already in service. Fifty per cent of subscribers should be connected to digital exchanges by 1988. Ireland's first earth station was opened recently, connected to the Intelsat system.

Eirpac launched

The first significant results of this high-technology investment should be seen when TE launches its packet switched data network. This will be known as "Eirpac" and will be similar to the French "Transpac" system.

TE organised a good deal about the system, wondering if Irish industry and business is sufficiently developed to provide a commercial customer base for the service. An experiment with selected companies has convinced TE's chief executive, Mr Tom Byrnes, that demand may actually exceed their previously best forecasts.

The development of the system has also enabled TE to provide telex on demand in most parts of the country and to introduce a broadcast telex service, with simultaneous transmission to a dozen subscribers.

In the long-term, the company is looking at the potential in

the fact that much of the east coast is already cabled to receive British TV programmes. Upgrading the cable system to make available a whole range of customer services.

Mr Byrnes believes that the combination of a largely digital telephone network and the Eirpac system could give Ireland an ISDN system (integrated subscriber digital network) in which voice, data, image and text could all be transmitted on a single network. There are, however, serious problems to be overcome before this ultimate in telecom technology is achieved.

The biggest practical problem is to be found in Dublin, where years of haphazard urban planning and under-investment in the service have left the city with an inadequate network. Unfortunately, for TE, most of the population, most of the industry and most of the commentators and lobbyists live in the greater Dublin area.

Mr Byrnes accepts that it will take several years to bring standards in the city up to those in the rest of the country—a neat reversal of the usual situation.

Instead, Dublin is to have a cellular mobile phone system, supplied by Ericsson's after some tough re-negotiation of the original contract. The idea is that the business user who must have a telephone, and is prepared to pay for it, will be able to make use of the mobile system while waiting for his permanent installation.

The more fundamental problem concerns the nature of the new service itself. The average citizen perceives the 15bn programme as being designed to provide him with a reliable telephone on the hall table. In fact there can only be a return on the investment if it not only sells to existing customers but generates new information technology business in Ireland, both home-grown and attracted from abroad. This is well understood, but the planning for it may leave something to be desired.

The development programme itself is in a case in point. Companies such as Ericsson's CIT-Alcatel and AT & T established or acquired Irish partners to provide jobs and technology in Ireland, supplying equipment. Yet, for such a large procurement and despite the successes of individual companies like Lake Electronics, there was little effort to promote indigenous supply companies during the programme.

CTNE's mixed status has also meant a commitment to maintain a monopoly holding over

a control over the supply and installation of equipment which is heavy-handed and bureaucratic.

There are signs of a more open approach, however, as the new company grows in confidence.

Companies such as Cognotech, which provided an Irish-based video service, believe that, despite the restrictive legislation, the Irish network will, in fact, be comparable with other European ITTs in terms of liberal access for private enterprise services.

TE itself is willing to join forces with private companies in development of services. It has formed a joint venture with ITT World Directories, primarily to produce Ireland's Business Directory, but with longer-term goals for both partners. TE will have access to ITT's expertise in directory-related services, while the U.S. company wins a link to the major European telecommunications boards on

which TE sits as a national representative.

The formation, separately, of ITT Information Services Ireland (ITTSI) also suggests that ITT intends being involved in the development of mail and marketing services through the

private funds for telecommunications development.

ITTSI raises long-term loans, backed by Government guarantee, to fund the £200m programme of the next five years.

The real danger to all this potential comes from an apparent lack of overall agreement as to how the system is to develop. The row between Mr Byrnes, its chairman, industrialist Mr Michael Smurfit, and the Finance Minister, does not augur well.

The Minister, Mr Alan Dukes, is reluctant to forego the £1100m which the former P&T provided in revenue to the Exchequer. Messrs Byrnes and Smurfit argue that the service was, and is, a net lossmaker, although this did not show up in the system of Government accounts. They claim that to insist on payments on this scale to the Exchequer will condemn

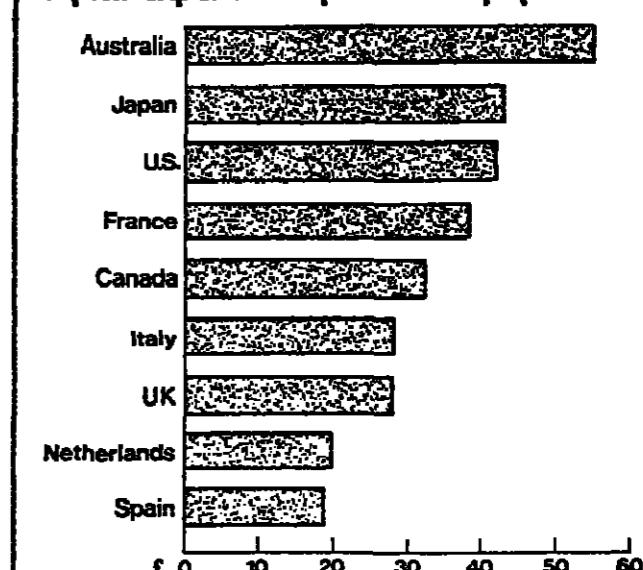
TE to chronic loss-making and threaten the development plans.

Mr Byrnes' blunt attack on the Department of Finance—he is an Irish-American trained in the rough-and-tumble of IBM—has ruffled Irish feathers, more used to smooth handling. The danger is that both Mr Byrnes and Mr Smurfit could quit if they believe TE is to be merely a tax-gathering organisation.

On the other hand, the Government is understandably reluctant to give TE a free hand investing much-needed cash in creating a system which Ireland may not really need. The Irish have always had problems reconciling central government and state industry, and the record has been a plethora of loss-making companies with borrowings in excess of £2bn.

With so much money already spent, it is high time the Government had a clear picture of how it wants its telecoms baby to grow up.

Capital expenditure per head of population



Telefonica's problem is financing growth

Spain

TOM BURNS

THE GREAT deregulation debate in national telecommunications markets does not apply in Spain. The Compañía Telefónica Nacional de España (CTNE), known nationwide as the Telefonica, was unique in Europe until the advent of British Telecom. Telefonica is, and has been throughout its 60-year existence, a private company with a mixed shareholding.

CTNE's executives believe that, by being a precursor over deregulation, the company has lost an edge over other developments in the sector, notably over mining communications and computing technologies and over establishing hi-tech manufacturing bases in joint ventures with international companies.

Deregulation, in Telefonica's terms, means, however, a close relationship with the Government. The Government in fact owns 47 per cent of CTNE's equity through the Central Bank of Spain and the public sector holding, INI. The company's chairman, is a Government nominee.

CTNE's mixed status has also meant a commitment to maintain a monopoly holding over

the cable network. But there is, nevertheless, a flexible approach towards some future point liberalising, for example, subscriber apparatus.

Telefonica is a national institution in Spain, fundamentally because it is owned by so many people. To own a CTNE share is, for a Spaniard, as much in the natural order of things as buying a ticket in the Christmas state lottery. The company boasts 750,000 or more shareholders and share distribution is extensive to a maximum degree: 50 per cent of the private shareholders own less than 200 shares.

Mr Luis Solana, Telefonica's chairman, says of the Telecom debate, "It's nice to be copied." But he admits also that CTNE and BT will now be in "very close competition on the capital markets."

"Our real problem is to finance growth," says Mr Solana.

A national telephone company that seeks to be more than just a telephone service (and this is very much the case of Telefonica) needs to finance as Mr Solana puts it, "like a sponge."

The debate, according to Mr Solana, should not be over privatisation and nationalisation. In order to keep abreast of the development programme company must raise capital and it can only do this in the way CTNE has traditionally done so and, as BT is commencing to do,

Other national companies, he predicts, will sooner rather than later be forced to follow the lead.

The real issue is that whatever the public/private equity share, the telecommunications company must plan its investment strategy hand in glove with the Government. The mutual interdependence between the administration and the company is self-evidently necessary in the case of Spain where CTNE has taken upon itself the role of leading the hoped-for Spanish leap forward into the world of hi-tech.

The question

Once that is understood and the deregulation debate ends the immediate question concerns finance. BT has started trading just at a time when Telefonica is preparing to raise funds on the New York, the Tokyo, Paris and the London stock markets.

Foreign capital at present represents some 12 per cent of CTNE's equity and Mr Solana hopes to raise it to 25 per cent.

In the past year there have been encouraging signs. Foreign investors were active in 1983 on the Madrid Bourse and for every Pta 6 worth of CTNE stock traded there, Pta 1 belonged to a non-Spanish investor. Telefonica's shares represent a staggering 20 per cent of the total stock trade annually on the Madrid market.

There is a certain amount of energy, is visionary about what CTNE is all about: "Telefonica has to be associated with modernity, with development and with research."

Standard bearer

He is enthusiastic about the blurred lines between communications and computing. "IBM is now diversifying into communications and AT & T into computers," says Telefonica's chairman, "to underline the importance of the Spanish economy."

Annual growth at Telefonica averaged 5.1 per cent in the 1981-84 period and investment grew at a yearly rate of 14 per cent.

The present four-year plan through to 1988 maps out a total investment of Pta 929bn and guarantees an annual dividend of 11 per cent.

The coming years are the ones of the great leap forward. The conventional telephone service is not forgotten, as it cannot afford to be, in Spain: by 1988 the expectation is to have raised the 1982 statistic of 40 per cent of homes with a telephone in Spain to 50 per cent.

But the jump comes in the other services: more than 4,000 videotex terminals in 1986, against zero in 1982 and more than 5,000 dataphone terminals, again from zero, in 1982.

The idea is that the public should see in Telefonica much

more than just the phone. Sr Solana, a man of irrepressible energy, is visionary about what

CTNE is all about: "Telefonica has to be associated with modernity, with development and with research."

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International Telecommunications 8

Ambitious plans to reshape system

Netherlands

LAURA RAUN

WITH HOPES of exploiting the information explosion, the Dutch have ambitious proposals to reshape their serviceable but out-dated telecommunications matrix into a modern system, weaving together satellite, computer and fibre optics technologies.

The city of Amsterdam recently unveiled its programme to stimulate telecommunication-information technology, or what the Dutch call "informatica", as part of a national effort to develop a co-ordinated policy.

The Dutch capital, which already has the largest cable-TV network in Europe, will install a fibre-optics network that eventually will tap into a teleport, a groundstation for satellite communications.

A key component in the modernisation proposals is the increasingly likely deregulation of the Governmental Post Telephone-Teleglobe (PTT) agency, which currently has a monopoly on telecommunications services. A relatively even-tempered debate over restructuring the PTT has been conducted for more than a decade, accelerating a couple of years ago with the release of a special commission report looking into the matter.

But even the so-called Swartouw Report failed to send many sparks flying, despite its recommendation that the PTT assume a more independent role from the Government, that private competition be allowed for peripheral telecommunications equipment and hi-tech technology services while the PTT's monopoly over the telecommunications infrastructure and traditional services would continue.

The Swartouw Commission, which was named after Fokker chairman Frans Swartouw, who chaired the group, recommended that the PTT become a limited liability company held entirely by the state. The PTT would maintain its monopoly over telephone, telegraph and data services but would lose exclusive control over the emerging services that combine

computer and communications technologies.

Private companies would be allowed to operate in interactive videotex, video conferencing and electronic mail, for example, while the PTT could compete if it chose to do so.

Early this year the Government went even further, recommending that PTT spin off its banking activities into a "postbank", to be allowed to invest up to F150 (\$16.3m) a year in risk capital and to participate in joint ventures more easily.

Moreover, the center-right Government said the telecommunications structure ought to be integrated with the closely regulated cable-TV network into a futuristic system capable of transmitting visual, sound, numerical and data information.

Argument

In setting out its "informatica" policy, the "Lubbers" administration unequivocally advocated growth in this area, arguing that to do nothing would leave the Netherlands increasingly behind the Western World.

Given the good infrastructure and related institutions, the Netherlands is well placed to develop the new computer-based media, particularly if the private sector is unleashed, the Government averred.

A new panel, known as the Steenberg Commission, is currently studying the structure and future of the PTT, with an eye toward the Swartouw recommendations. Meanwhile, a separate inquiry is to be conducted into the possible integration of the traditional communications services with the cable-TV network.

Three-quarters of Dutch homes are already wired for cable, one of the highest saturations in Europe, while 35 per cent of the telephone exchanges are digital and the rest should be converted from the old electro-mechanical type by the year 2005.

The Netherlands has two video conferencing studios available for a satellite link-up involving France, West Germany, Italy and the UK, plus a burgeoning radio-telephone

system and an interactive video-text system known as VidiTel.

The cable-TV network, which is operated both by private companies and municipalities, does not yet offer subscription-TV. Following repeated delays, this will begin next April, expanding the current fare of neighbouring countries' Government-controlled channels, the domestic headline service and a couple of entertainment programmes from Britain.

Television-programming companies wanting to provide subscription-TV must get permission from the Culture Ministry and then find a willing cable operator. The flurry of cable TV suggests stiff competition in the coming months as programmers and cable operators hustle to position themselves.

The drive towards communications deregulation, which began in 1980 with the ending of the PTT's monopoly over radio and TV broadcasting, has drawn surprisingly little fire from the PTT.

The agency relies entirely on the Government for funding but is able to plan multi-year investments because of non-statutory agreements. The Swartouw Commission avoided some potential criticism by choosing a high PTT official as its secretariat while its findings generally have been accepted by the new PTT director-general, Cor Wit.

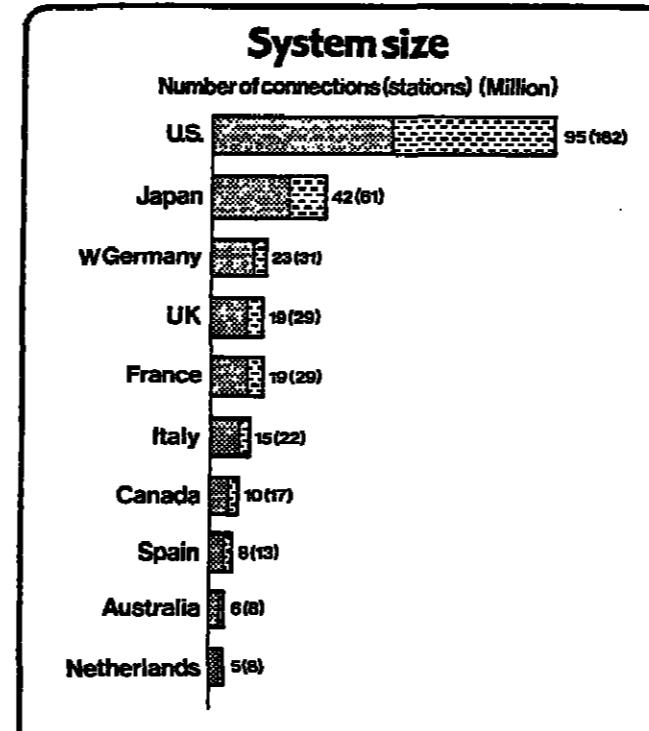
Wit, however, does fear that if the PTT loses its sole control over peripheral equipment, the quality will deteriorate with the entrance of Mickey Mouse phones, for example.

Actually, telephones not supplied by the PTT are already available but the PTT looks the other way since it has a monopoly only over the telephone connections and not the apparatus.

In contrast to some PTT's in Europe which exclude foreign companies as suppliers, the Netherlands relies on two concerns abroad in addition to Philips as its main suppliers.

Siemens of West Germany and Ericsson of Sweden rank alongside Philips, the Eindhoven-based electronics giant.

Two years ago Philips estab-



lished a joint venture with American Telephone and Telegraph (AT&T). In the area of digital telephone exchange switching systems and had to compete head-on with Ericsson, which had already installed a number of switching systems in the Netherlands.

Major order

The Dutch PTT this year awarded Philips ATT a contract for five of their 5ESS-PRX systems, which was the second major order received following a contract from Colombia.

The American-Dutch venture is competing fiercely with both Ericsson and Siemens for the lucrative digital switching-system market. Included among potential customers are British Telecom and Italy's State-owned telephone company, Philips ATT has joined forces with France's CIT-Alcatel to make an unsolicited bid to supply Venezuela with the advanced telephone exchange systems.

In parliament recently, the opposition Labour Party successfully sponsored a motion to postpone all debate on possible privatisation of the PTT until after resolution of a highly controversial proposal to transfer thousands of PTT workers to Groningen.

With 105,000 employees, the PTT is the largest employer in the Netherlands and must regain the trust of the civil servants. Van der Dijf, the Labour Party member who sponsored the motion, says the Socialists believe the PTT should be given more independence from the Government, including the ability to raise capital on the private market and more liberal conditions for engaging in joint ventures.

But the Labourites oppose the splitting-off of the PTT's banking functions and the deregulation of the new media area.

The Liberals, avid supporters of the private sector, favour the abolition of the PTT's monopoly over its network and the opening up of market competition. The Christian Democrats, the senior partners along with the Liberals in the governing coalition, generally agree with the liberals.

privatisation of the PTT until after resolution of a highly controversial proposal to transfer thousands of PTT workers to Groningen.

Telephone tariffs are among Europe's lowest Televerket's monopoly remains impregnable

Sweden

DAVID BROWN

Deregulation is a relative word. In Sweden, for example, it is applied to proposals to break the Televerket's (PTT) monopoly on telephone handsets, rather than thoughts of broad-ranging competition in providing services.

Televerket is expected to seek Government approval for deregulation of handsets this month, despite strong opposition from the trades union.

In fact, this monopoly only exists on paper, as a growing number of handsets are already being purchased on the open market, sometimes at a quarter of the price of "official" telephones.

In the sale of most other equipment, including PABX's and high speed modems, Televerket retains its monopoly, but there are significant exceptions.

In the late 1980's, under the previous Non-Socialist Government, there were moves to liberalise some areas of the market, and create opportunities for limited competition in the supply of low speed modems, telex, videotex terminals and mobile telephones for example.

In the mobile telephone area, where the Nordic Mobile Telephone Network (NMTN) has topped the 100,000 subscriber mark and is the largest and fastest-growing such system in the world, terminals are marketed by some 40 private companies, led by L.M. Ericsson and Mobira of Finland.

Abroad, Ericsson is concentrating on selling infrastructure equipment, and has won key orders for complete cellular systems in Chicago (home town of its arch-rival, Motorola), and in Buffalo and Detroit in the U.S. as well as Toronto in Canada.

An attempt by European Business Systems (a private consortium of venture capitalists), to secure a Government go-ahead to offer competing services mainly to the business sector through satellite transmissions seems unlikely to gain approval.

Nonetheless, criticism of the Televerket monopoly remains restrained.

Sweden has the highest telephone penetration in the world, among Europe's lowest tariffs, and has been on the subject of extensive wrangling, but agreement has

been reached between Sweden, Finland and Norway to proceed on the SKr 1.5bn Telia project.

Another recent Televerket innovation is the Mahler system, which combines a mobile trunked voice and data channel, mainly for closed systems.

Potential applications would let a salesman, for example, access his office computer via the public telecom network to check inventories en route to a customer, a newsman to receive telex messages and a visiting doctor to check a patient's medical history.

Plans projects with full-scale introduction expected in about two years. Televerket expand some 40,000-50,000 subscribers within a decade.

New services

The Televerket has introduced a number of new services recently. These include Datatex, a data communication network with some 9,000 subscribers, and Telepac, an international packet switching service.

The public data network has been used, for example, by the Scandinavian Multi-access Reservation system for Travel Agent services. It allows an agent to use one terminal log into a number of reservation and information systems. This means a service involving, for example, the SAS airline and the SJ state railway can be booked on one screen.

Banks have become important users of the Datatex system, while Swedish companies have become important players in the market for specialised banking software and terminals.

In late 1982, it launched a Teletex network and terminal system (already available in Germany, Austria and Canada) which provides access to the international teletex system, but allows a 30-fold increase in transmission speed.

A number of large private companies have been aggressively positioning themselves to move into the potentially large cable-TV market, now operating only on a trial basis mainly in Lund, Gothenburg and Stockholm with some 40,000 lines. It is thought that Televerket will control roughly two-thirds of an expected 1m lines by 1990.

Key decisions still awaited

Belgium

PAUL CHEERSIGHT

GROWING financial problems at Regie Des Téléphones et Télégraphes (RTT), the Belgian state telecommunications monopoly, allied to the onset of a new phase of major development expenditure, have created cross currents of argument which will have a profound effect on the Belgian communications system.

At the end of next year, contracts which have linked RTT to Bell Telephone, an ITT associate, and GTE-ATEA, part of General Telephone and Electronics of the U.S., for the provision of exchanges, comes to an end.

The lines are now being drawn for the struggle which will provide new contracts worth up to BFr 100bn (\$17.8bn) over ten years for the new generation of digitalised exchanges.

The questions are how will the contracts be apportioned and how will they be paid for. But this comes at a time when RTT is finding its burden of debts increasing, forced to handle and when serious doubts are being raised about whether it can continue in its traditional way or whether its monopoly powers should be further eroded.

Accounts

RTT in October presented its annual accounts for 1983. These showed its losses had been reduced marginally from BFr 1.72bn to BFr 1.57bn for the 12 months on a 9.1 per cent increase in turnover to BFr 51.8bn. Investment cost nearly BFr 21bn, but financial charges increased by over 17 per cent.

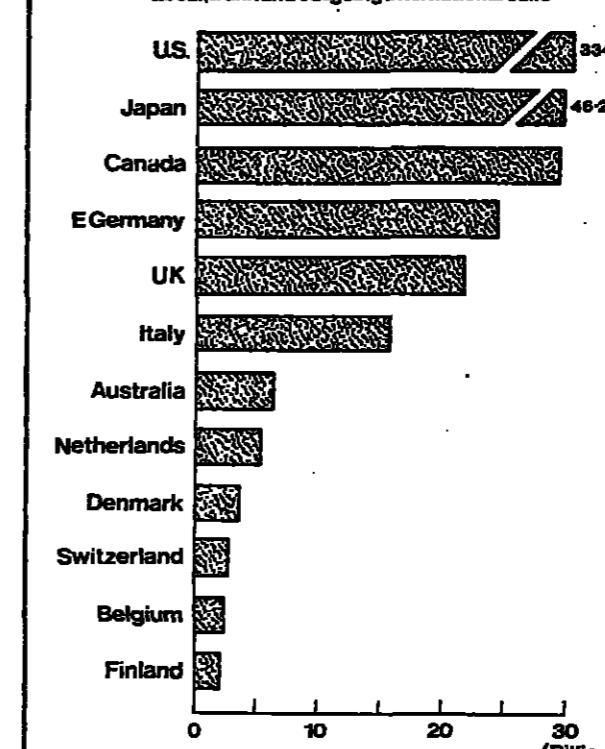
In total RTT has BFr 180bn of debt outstanding and nearly 30 per cent of its receipts are necessary to meet charges on this.

And the burden has recently been increased with RTT going into the market for BFr 18bn. Also just at the time when a considerable portion of debt will need either to be refinanced at higher rates of interest or paid off, the company will be pushing ahead with its new system of digitalised exchanges.

This creates a number of problems. It would be possible to ease the burden of new investment by a system of leasing new equipment. This is an idea which Mr Herman de Croo, Minister for Communications, is considering. He represents part of the wing in the ruling coalition government

Total traffic

Local, trunk and outgoing international calls



which would like to chip away at the power of state monopolies.

But Mme Paula D'Hondt, State Secretary at the ministry, is opposed to such a course and there is opposition from the trade unions. There is the fear that unless RTT continues in the way it has worked since its foundation in 1930, directly owning the equipment and providing the services, then the first steps towards privatisation will have to be taken.

Leaving aside the question of union opposition, the fact is that there is no unity of approach in the ministry handling of the future development of RTT, and this division is likely to be repeated in the coalition itself. In the coalition, however, other forces will come into play.

On the political sense, ideological argument about the role of state monopolies is less important than the rivalry between the disputatious Flemish of the north and Walloons of the south of Belgium. In telecommunications this dispute is centred on the way equipment contracts are shared between the two regions.

Earlier this year, the Walloon Social Christians, a fixture in recent coalition governments, produced a report showing that the majority of telecommunications equipment contracts were being placed in Flanders and

that the balance needed to be redressed towards Wallonia.

Out of town involved big money. Mr Philippe Maystadt, Minister of both Science and the Budget, who plays a role in the development of telecommunications policy in both

internal scrutiny and debate about the new exchange contracts will take place. For

generations, RTT has relied on Bell Telephone and GTE-ATEA, in portions of three to one, to meet demand for new exchanges. As part of its policy of liberalisation, Mr de Croo would like what looks to be a cosy relationship to be broken. So more companies are being invited to put in proposals.

Links

They include Siemens of West Germany and Philips-Moble of the Netherlands, both of which have in any case a substantial presence in Belgium. But there is also Ericsson of Sweden and CIT-Alcatel of France, both of which have forged links with Belgian Groups, the former with Aecel in Wallonia, and the latter with Societe Generale de Belgique, the leading national finance and industrial holding company.

The case for widening the network of supplies depends on "I have decided to accentuate this liberalisation, so that the telecopiers, the terminal teletext, the second telephonic apparatus — and more particularly the wireless telephonic apparatus — will be supplied in competition with private suppliers. This liberalisation policy will be applied for all the new terminals," he said.

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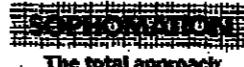
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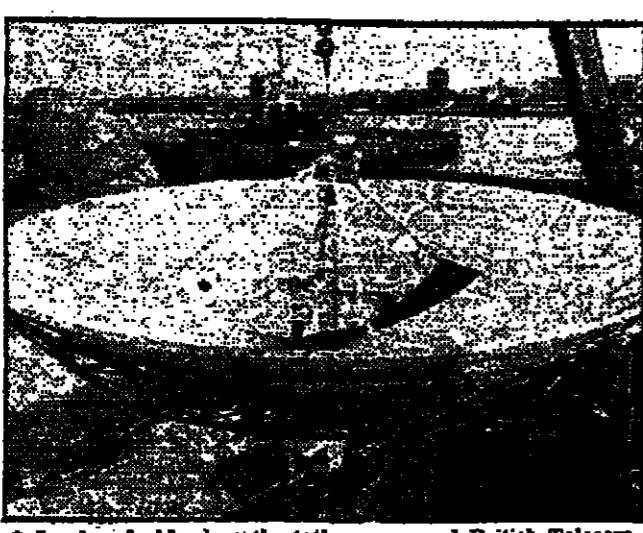
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PHILIPS

International Telecommunications 11



London A decked earth station as a second British Telecom dish aerial is lowered into position in the capital city's dockland area, which is at the heart of the UK's latest high technology telecommunications scene. The first customer of the earth station was Satellite Television which transmits Sky-channel programmes to seven European countries, via an Intelsat satellite.

How companies are linking up

American Telephone and Telegraph (U.S.): Since AT&T won the right two years ago to compete outside the U.S. in regional telephone business, it has made two major industrial alliances—with Philips, the large Dutch electrical and electronics group, and Olivetti, Italy's leading office equipment supplier.

The link-up reflects AT&T's need to establish rapidly a presence in international markets from which it had been absent for more than half a century, and to strengthen its product range, particularly in fast-moving competitive businesses such as office automation.

AT&T and Philips Telecommunications—a joint venture based in the Netherlands—has been set up to market internationally the products of AT&T's No. 5 ESS digital public exchanges and transmission equipment. So far, its only sizable orders have been for public exchanges in the Netherlands, almost a captive market for Philips.

AT&T has acquired 25 per cent of Olivetti, with an option to raise its stake to 40 per cent eventually. Olivetti is supplying AT&T with personal computers for sale in the U.S. market. AT&T has also commissioned Convergent Technologies, a fast-growing Californian company, to develop workstations for it.

AT&T has also agreed on a joint venture with CTIN, the Spanish telecommunications group, to build a membership plant in Spain. Earlier last year AT&T bid unsuccessfully to acquire James, the British microchip manufacturer, which was late bought by Thorn EMI, the largest UK consumer electronics company.

British Telecom (UK): Watch this space. BT plans to expand internationally after privatisation and is weighing a number of options for collaboration, joint ventures and acquisition. The U.S. market is its prime target.

Cable and Wireless (UK): Since it was privatised by the British Government in late 1981, Cable and Wireless has announced a string of international acquisitions and alliances in a bid to broaden its business base, which depends heavily on telecommunications franchises in Hong Kong and Bahrain.

In Asia, Cable and Wireless has bought Hong Kong Telephone and has entered several telecommunications joint ventures in the People's Republic of China. It has also been granted a franchise to operate Macao's international telecommunications traffic.

UK projects

In Britain, Cable and Wireless acquired full ownership of Mercury Communications last year, after co-founders Barclays Merchant Bank and British Petroleum withdrew. Mercury, which is building a UK network to compete with British Telecom, operates transatlantic services in partnership with Western Union of the U.S.

Cit Alcatel (France): Cit Alcatel took effective control of the telecommunications business of Thomson, the numbers two in the French industry, about 18 months ago. Since then, it has intensified its quest for international partners to help it diversify and to share the mounting cost of developing new products.

It has had mixed successes to date. It has teamed up with Phillips in radiotelephony, but the alliance faces an uncertain future after the abandonment of Franco-German plans for a common cellular mobile system. Talks with GEC and Plessey of Britain on a collaboration founded after French efforts to sell Cit Alcatel's E.10 public exchange to British Telecom were refuted.

Since then, Cit Alcatel has agreed to limited technical co-operation in public exchanges with Italy's Retelet and is discussing link-ups with West-

AS THE telecommunications industry strives to adjust to the rapid pace of change which is re-shaping its markets worldwide, companies are increasingly looking to collaboration to strengthen their commercial positions and enable them to expand and diversify into new fields.

Collaboration can take a number of forms, ranging from fairly informal agreements between companies to unit in support of certain technical standards through joint ventures in research, product development and marketing to outright acquisition.

As the accompanying table makes clear, the urge to collaborate is shared even by some of the world's largest companies, such as American Telephone and Telegraph and Philips of the Netherlands, which is Western Europe's biggest electronics and electrical group.

Not are these alliances confined to companies whose main business has historically been telecommunications. The convergence of computing and communications technologies is spurring link-ups between partners which had until recently operated in quite separate markets.

The recent acquisition by IBM of the world's largest computer company, of Rolm, the successful U.S. private branch exchange (PBX) manufacturer, is one example.

The trends have been most evident in the U.S. and Western Europe, and particularly between companies in these two regions. In the U.S., increasingly fierce competition is forcing the telecommunications industry to look abroad to enlarge its markets.

L.M. Ericsson (Sweden): Ericsson, a world leader in public exchanges, began diversifying into office automation and private data systems about five years ago, chiefly by acquisition. In Sweden, it has bought Datazab, the maker of small computers, and typewriter and printer supplier Facit.

In the U.S., it has a joint venture with oil company Atlantic Richfield which markets Ericsson telecommunications equipment and produces computer software and cables. It has also agreed with U.S. computer company Honeywell on plans to develop office systems based on the two companies' products.

IBM (U.S.): IBM's expansion in telecommunications accelerated late last year, when it took control of Rolm, the U.S. leader in fully digital private branch exchanges (PBXs).

It also increased to 60 per cent its stake in Satellite Business Systems (SBS), an ambitious but loss-making U.S. satellite communications network whose service IBM now sells through its own marketing force.

IBM operates a sophisticated data network, Information Network Service, in the U.S. It is developing an electronic financial information and trading system with Merrill Lynch, the largest American stockbrokers, and plans a home information services venture with CBS, the broadcasting company, and Sears, the retailing and finance group.

Thorn Eriksen (UK): Thorn Eriksen, a joint subsidiary with Thorn EMI, makes telecommunications equipment in Britain. It is supplying equipment for the Racal-Vadafone cellular radio system and is among the contenders to supply British Telecom with an alternative to Systech X public exchanges.

GTE (U.S.): The largest vertically integrated telecommunications company in the U.S., GTE has a joint equipment manufacturing subsidiary with Ferranti in Britain and a development agreement with Italtel. It also has subsidiaries in Canada, Brazil and Italy and is working with Wang, the American office systems supplier, to make compatible communications products.

IBM plans

In Europe, IBM has supplied computers and public exchange add-on equipment to British Telecom and is also building much of West Germany's public videotex service. But a proposal to launch a UK data network service jointly with British Telecom was vetoed by the Government last year.

Northern Telecom (Canada): Second only to AT&T in the U.S. telecommunications equipment market, Northern Telecom is seeking to diversify into office automation. But it is reluctant to tie itself too closely to any computer manufacturers, though it has technical cooperation agreements with companies including Sperry, Data General and DEC.

Plessey (UK): Plessey is counting heavily on expansion in the U.S. where it owns the public exchange business of Stromberg-Carlson and is linked closely with Scientific Atlanta, a maker of satellite earth stations and cable television equipment. It has yet to win any major American orders, however.

Standard Telephone and Cables (UK): The world leader in submarine cables, STC has recently weakened one set of old ties—with ITT of the U.S., which has reduced its stake in the company to 24 per cent—and forged a number of new ones.

In line with its strategy of technological "convergence," it has acquired ICL, the largest UK-owned computer company, which already markets under its own name a large PBX made by Mitel of Canada. STC has also bought International Aeradis, British supplier of specialised communications services, and ITT's electronics activities in the UK.

Guy de Jonquieres

The convergence of computing and communications technologies is spurring more alliances among companies which, until recently operated in quite separate markets. On this page, Guy de Jonquieres highlights these developments.

sson and Plessey have sought to build a U.S. market base through joint ventures and acquisitions, while American companies including AT&T and GTE have taken local partners in a bid to sell more in which they manage their businesses.

Historically, telecommunications has been a capital equipment business, in which a large proportion of sales has been made to central telecommunications administrations—or in AT&T's case, to itself. The major determinants of the market have been engineering criteria and the replacement cycle.

Almost all telecommunications equipment manufacturers have faced a challenge in coming to grips with the more open competitive markets for products such as subscriber apparatus and, more recently, office automation. In most European countries, state monopolies have traditionally dominated these markets.

Several telecommunications companies have sought to overcome this handicap by buying into computer and office products manufacturers which have direct experience of selling to final customers.

Examples of such collaboration include the investments made by AT&T in Olivetti, by IBM in Rolm and by Standard Telephones and Cables of the UK in ICL. In many of these cases, joint product development is an objective.

However, there are plenty of traps for the unwary, and mastering the art of marketing directly to final customers can be a demanding task.

L.M. Ericsson has recently suffered some reverses in its private systems business, as did Northern Telecom after buying two U.S. computer terminal companies in the late 1970s.

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A scramble to boost production

U.S. PBX manufacturers

LOUISE KHOE AND PAUL TAYLOR

THE U.S. market for large switches handling more than 500 lines is perhaps the most unpredictable, and fastest-growing, part of the market — at least in the short term. Currently, it is expanding at a clip of around 25 per cent per year and expected to peak next year with more Bell operating companies expected to begin placing large orders.

This sector of the switch market is currently dominated by Northern Telecom, AT&T, Rola and NEC. But there is a host of other competitors banging on customers' doors for orders and a number of manufacturers are also very keen to sell public exchanges to the new independent regional Bell operating companies.

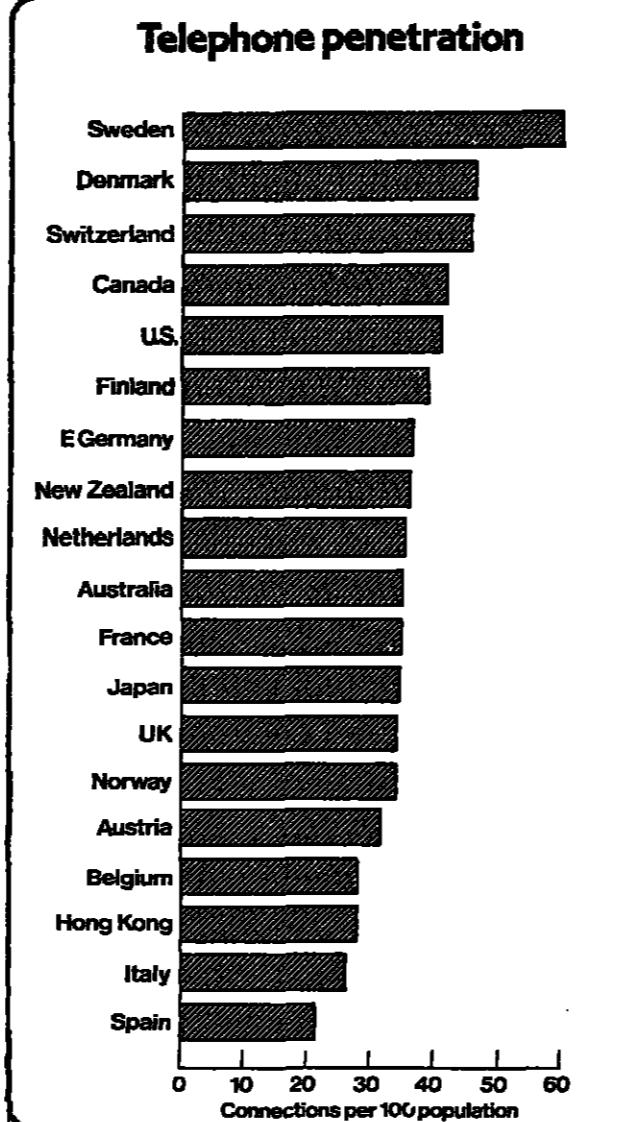
These include L.M. Ericsson and ITT, which is gradually increasing its credibility in the U.S. market on selling its System 12 already highly-successful elsewhere, to the Bell operating companies and others. Last year, ITT won its first System 12 in the U.S. when United Telephone of Florida ordered 12,000 lines by 1986.

ITT's task

ITT says it is currently negotiating with a number of the newly-independent Bell companies and claims to be "close" to winning its first order.

ITT will have to move fast because all the major players are scrambling to boost production and win orders in this sector. AT&T in particular is making a determined, and apparently successful, effort to win back a major share of the orders for large public switching equipment with its SESS switch. After completing a major overhaul including extensive automation of its SESS plant in Oklahoma City in late 1983, production has been ramping dramatically.

Having shipped only 27 switches with 180,000 lines before 1984, AT&T passed the two-millionth SESS line mark in November and had shipped over 145 switches and 65 remote units by the end of last year. This year AT&T expects to ship 325 main switches and 160 remote units



establish themselves before a anticipated industry shake-out occurs.

Already several companies, including Rockwell International and Telesciences, have folded their tents in the PBX business while other companies such as CXZ, Zitel, David Systems and Comlink are moving into the market downturn during the past several months of PBX equipment and terminal equipment.

The pessimists suggest that the PBX business has enjoyed a once-only surge during the mid-1970s and early 1980s due to the changeover from analogue to digital systems. They see growth slowing to match population growth over the next several years.

However, other industry experts believe that new technology and new features will raise the service demand for replacement or enhancement of existing systems. By the late 1980s as much as 40 per cent of the PBX business is expected to come from selling add-on extra features for installed systems, they say.

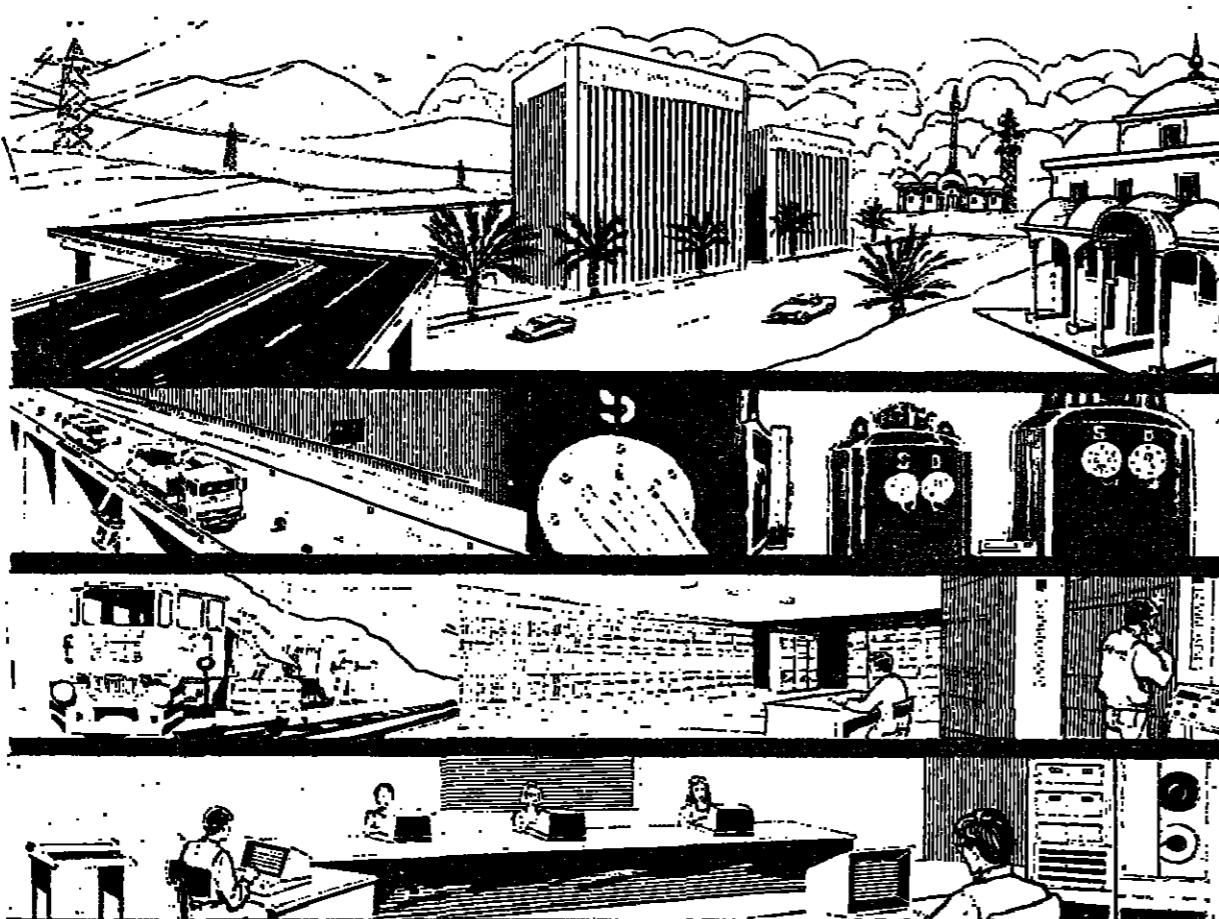
The PBX market is clearly maturing and manufacturers are scrambling to win market share. According to industry experts, competition is at an all-time high. Some manufacturers are even said to be selling below cost in a desperate attempt to represent the next generation of desk-top computers.

The IVDT, whether known as a new type of personal computer, or regarded as a sophisticated telephone, seems likely to become a significant addition to the telecommunications equipment market this year.

Televideo and Wang, from the office automation world, are also involved, and at least half a dozen start-up companies are pitting themselves against the big companies with a variety of products ranging in price from as little as \$750 to over \$2,500.

Personal computer manufacturers, including Apple Computer and Hewlett-Packard, are also believed to be developing IVDT products, which could come to represent the next generation of desk-top computers.

The IVDT, whether known as a new type of personal computer, or regarded as a sophisticated telephone, seems likely to become a significant addition to the telecommunications equipment market this year.



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Effectiveness of Nato's C3 is under threat

Contracts reshuffle needed

Defence communications

BOB RAGGETT

NATO'S VITAL command, control and communications (C3) is in a state of disarray. Political problems have thrown off course any overall strategy that might have existed, while the inability of some sectors of the electronics industry to produce and deliver equipment and systems for Nato programmes has seriously affected the alliance's overall C3 effectiveness.

Some even argue that with the present unco-ordinated mix of old and new technology, the lack of a totally structured system architecture within Nato, and the delayed state of many programmes, in the event of a major armed conflict within Europe, Nato C3 could evaporate into a state of total ineffectiveness and confusion.

Dr Jon D. Boyes, former Vice Admiral of the U.S. Navy, and now International President of the influential U.S. Armed Forces Communications and Electronics Association, believes that the problems stem from the continued preponderance of contracts that ended up in American hands, with very serious results of non-production and limitations in even the ability of those systems to be deployed and to meet the specifications.

A prime example, says Admiral Boyes, of a large company winning a contract and then not paying enough attention to get the system "on the shelf".

The competitive U.S. environment has created the attitude among some U.S. companies of "let's win the contract at all costs and then worry about whether we can deliver or not."

Added to this has been a political process which has developed over the past few years,



Marconi Clansman vehicle radio. The company has been successful in selling its systems to the U.S. Navy.

which has resulted in the establishment of a very powerful group in the U.S. which has decided, a part of the overall political theory of the U.S., that they will stop technology transfer, in the belief that some Europeans can't be trusted to prevent that technology falling into the hands of the Soviet Union.

Admiral Boyes believes that U.S. industry will move back into a more reasonable way in Nato, not least because a number of key industrial leaders and military people are aware of past performance and realisation that the need to be a lot more prudent in their dealings with Nato.

What is already happening is that European companies are slowly taking control of Nato business with U.S. companies taking sub-contracts or forming consortia arrangements. While there seems no possibility of getting over the "Buy America" policy when there is a lot of money involved in a particular programme, European companies are beginning to pick up some orders from the U.S. Defense Department, particularly

in areas where they are able to demonstrate superior technical performance.

Marconi Communication Systems, for example, has been successful in selling its Integrated Communications System to the U.S. Navy, while either Plessey or Thomson-CSF of France, (in partnership with U.S. companies) is soon to be selected to supply equipment for the potentially lucrative Mobile Subscriber Equipment element of the major U.S. Tri-Tac battlefield communications system.

Key element

Indications are, however, that whichever company wins the order most of the manufacture will be carried out in the U.S.

Integrated and efficient C3 is the key element of the whole reformation in Nato defence which has to come about. However, it is only part of a much broader problem which must involve the re-organisation of the overall scope and individual capabilities of Nato members in the defence of Europe. Space is a prime example, while we may not like the idea of space turning into a battlefield, the U.S. leadership seems to see the process as almost inevitable and is putting a lot of money into space programmes.

Many Americans are calling for European countries to bear a larger burden of the cost of European defence and will certainly want to see increased efforts in the space area from its European partners.

Since the economic crash and a changing attitude in the U.S. will dictate the need for Europe to become less dependent on U.S. military support. At the same time, there has to be a move towards greater trans-Atlantic technical co-operation, a realistic two-way street trading policy and a fairer distribution of Nato contacts if the alliance is to maintain its technological lead. The balance is delicate.

International trade battles loom

Optical fibre transmissions

RAYMOND SNODDY

THE USE OF optical fibres in telecommunications has developed in less than five years from small prototype systems to become one of the leading ways of carrying trunk telephone traffic.

Britain, Japan and the U.S. are increasingly using fibre-optics for trunk transmission. This technology is now spreading to the junction networks linking exchanges with a small area. And within three years, the first trans-Atlantic submarine cable to use optical fibres will have been installed.

Optical fibres are hair-thin strands of very pure glass which can carry high volumes of telecommunications traffic. In the flow of tiny pulses of light, usually from a small laser. The advantages of optical fibre over copper cables are:

- The system is usually much smaller and lighter than conventional coaxial cable which, in turn, reduces the handling costs and makes it easy to fit into crowded city ducts.

- It is now significantly cheaper for carrying high volumes of information, such as on busy trunk routes.

• The signal sent along optical fibres needs less frequent boosting, which thus means fewer expensive repeater stations. It also means most repeaters can be stored within exchanges rather than in damp holes in the ground.

• It is immune from electrical interference and is much harder to tap.

Although military authorities have a strong interest in the potential of optical fibre technology, its greatest use by far is in the area of telecommunications.

American Telephone and Telegraph alone is installing optical fibre at the rate of 200,000 miles of fibre a year, and competitors such as MCI and GTE are also rapidly building new routes using fibre optics.

One research company estimates that the U.S. will be installing 4.5m miles of fibre a year by 1990. Japan is building a fibre-optic "backbone," linking its main islands, and even has extremely ambitious plans to use optical fibres as a link with every home.

Britain is also one of the leading users of optical fibres. British Telecom has only been installing optical fibre in the trunk routes for nearly a year.

Mercury, the new network competitor for BT, is building a core figure of eight trunk network in England which is based on optical fibre cables, which run alongside British Rail's tracks.

Belgium and is expected to go into service this year.

Most attention is being focused on the new trans-Atlantic cable TAT-3, which is expected to come into service in 1988. The cable is being built in three parts which end in a junction box under the ocean, close to the European coast.

The major share of TAT-3 is being made by AT&T which is also the largest shareholder (35 per cent) of the cable project. AT&T will be supplying the 2.15m miles stretch from the U.S. to the junction for \$250m. STG will be \$325m to link Britain with the junction, and Submarcom, a French consortium, will be \$33m.

The unusual method of building the cable with a junction box enables all three companies to build a complete section of the system. There is still some uncertainty, however, as to whether optical fibre technology will survive as long under the sea as conventional copper cable; the design life of a submarine cable is 25 years.

Such worries have not deterred plans to install the first private enterprise trans-Atlantic fibre optic cable. Britain's Cable and Wireless, and a group of U.S. investors, have set up a joint-venture, Tel-Optic, which is to spend \$600m building two fibre optic submarine cables. The first of these will come into operation in June 1988.

Competition grows fiercer

Mobile systems

GEOFFREY CHARLISH

THE DEBUT next Spring of Britain's new cellular radio-telephone systems, Cellnet and Vodafone, will be only the opening phase in a competitive technology struggle to provide the best, lowest cost service for the expected 30,000 or so first year customers.

For example, an unknown outsider, Exell Communications (a British company) has already surprised the electronics giants with a hand-held portable that weighs only 1 lb and measures a mere 7x3x1.25 inches. Ericsson, too, has announced a relatively low-cost cellular experience in the Scandinavian NMT system, has just announced a 50 per cent size reduction in its vehicle sets. Size and weight will prove crucial to sales.

In addition, there is already talk of "second generation" cellular radio, probably to European standards, that will be all digital, possibly using packet switching techniques of the kind used to send data over land lines more cheaply and efficiently.

Both cellular radio and another emerging technique called community trunks are aimed at overcoming the 50 year old bête noire of radio communications — the filled waveband.

All the cell base stations are connected by leased telephone lines (or microwave links) to a controlling computer which then links the station to the national wired telephone network.

A mobile user dials the number he wants and his unit sends it to the cell base over a permanently available control channel. The station then does the necessary to the special computer/exchange which then takes care of the call.

First, it allows a free radio speech channel and tells the mobile (over the control channel) to tune to it. Second, it dials out the number the mobile wants into the public telephone network. In a few seconds, the two parties are talking.

Calls from the public fixed network (a special code is dialled) come into the cellular system exchange, which pages all the mobiles over the control channel. They all immediately compare the number with their own, the matching recipient responds, is allocated a speech channel, and receives the call.

When a vehicle moves from one cell to another the system knows because the new cell's receiver starts to get a stronger signal than the old. Then, if a call is in progress, the vehicle is allocated a new frequency from the new cell's set of channels. The process takes about 0.5 sec and is usually undetectable by the user.

Cellular radio

Cellular radio allows the channels to be used over and over again. The city area is divided into a number of "cells" (areas) a mile or two across each with its own low power transmitter (and a receiver) just able to reach the cell edges.

None of the transmitters there might be eight or so in a city the size of London—can send signals beyond perhaps 15 miles, allowing a set of cell frequencies to be deployed again just beyond that distance.

As and when demand increases, the cells can be divided into smaller ones with lower transmitter powers. Further re-use of frequencies in nearby cells becomes possible, yielding more channels.

The other technology, trunking, is the subject of four pilot projects in London conducted by Relcom Communications, Storno, Pye Telecommunications and Motorola.

In a particular area, instead of a number of private user groups each having a fixed channel frequency, a number of channels are allocated to the area and each group is dynamically assigned one of them by computer when the need arises.

In theory, the allocated channels can be kept fully occupied, implying more users, or fewer channels.

In this world of new two-way radio speech offerings, what is the future for paging, in which a user is "bleeped," observes a temporary displayed message on a microprocessor-controlled receiver, and then finds a phone?

In-house paging in big hospital, airport, industrial and commercial sites seems set for the unit is conveniently tiny and there is always a phone nearby. But the effect of cellular radio on public paging is another matter. Although the latter is much cheaper, it does rather depend on good public call box availability.

Alex Pollock of Multiconsultants wants in-house pagers with dialling pads to allow dialling out via the PAE, and has proposed for new frequency allocations.

International Telecommunications 13

On the threshold of a new era

Satellites and cables

RAYMOND SNOODY

A NEW "half-open" skies era is about to dawn in satellite communications, which will lead to growing competition over the rest of the decade.

With the full weight of an electoral landslide behind him President Ronald Reagan in November moved to create the first breach in the 20-year-old monopoly over international satellite communication held by the International Telecommunications Satellite Organisation (Intelsat).

President Reagan has agreed to allow U.S. private sector competition in international communication satellite systems.

The decision allows the U.S. Federal Communications Commission (FCC) to begin processing six applications from American companies—four of which are interested in the lucrative trans-Atlantic business—to compete with the 109 nation Intelsat.

The changes will not happen overnight. It could take as long as four years for the FCC to deal with the applications and for would-be private operators such as Orion Satellite Corporation and Cygnus Satellite Corporation to begin offering a competitive service.

Restrictions

Strict limits will also be set to the degrees of competition in an attempt to protect the financial viability of Intelsat. The private operators will be restricted to intra-company video, data and voice transmission services. The private U.S. telecommunications services will not be allowed to carry communications between corporations or telephone between individuals.

The Reagan administration claims that the limitations will protect about 85 per cent of Intelsat's revenues from competition.

The Reagan decision is, however, likely to prove historic despite the qualifications. Intra-company data traffic is the fastest growing and most lucrative sector of the business and it will be very difficult for regulators to distinguish in future between data and digitised voice traffic.

At the time when competition between private and public sector satellites could be started

ing to intensify fibre optic transatlantic cable, will expand telecommunications capacity. A group of 28 of the world's leading telecommunications authorities hope to have the first transatlantic submarine fibre optics cable in operation by 1988.

Cable and Wireless together with Tel-Optic of the U.S. hope to follow in 1989 with the first private enterprise cable across the Atlantic, using strands of pure glass as thin as hair. They plan a second cable for 1992. Each would have the capacity to handle the equivalent of 12,000 simultaneous telephone calls.

Cable and Wireless believes that fibre optic cable will increase the tendency to use cable capacity on high density routes and satellite on dispersed or multi-point routes.

However, in Europe at least the growth of international telecommunications business has been greatly in excess of forecasts of even a few years ago.

Sig Andrea Caruso, secretary-general of the European Telecommunication Satellite Organisation (Intelsat), pointed out recently that experts had once "predicted categorically" that no more than 300 or 400 international telephone circuits between remote locations in Europe would be able to make economic use of satellites.

But despite having something like 12,000 telephone circuits Eutelsat's ECS satellite has been operating a full load since October 1982. The demand for additional satellite services in Europe, largely in the area of television distribution, will make it necessary to add a third ECS satellite to the present two this year.

"As far as Intelsat is concerned the prospects for satellite communication in Europe are very promising indeed, with the necessary steps already having been taken to meet international market demand for public telecommunications services for at least another ten years," Sig Caruso told a Financial Times telecommunications conference.

However, Sig Caruso gave a pessimistic view of the prospects for direct broadcasting by satellite (DBS) in Europe. He appealed to European countries to get together to share the financing of common satellites which would carry a large number of channels to make such projects viable.

Such co-operation would mean a single second generation DBS

system for Europe instead of five or six.

"This alternative is, believe me, worth considering if our wish is to make DBS reasonably viable from a financial point of view," he added.

But whatever the hopes for second generation DBS plans to get DBS received a boost over Christmas. M. Laurent Fabius, the French Prime Minister, announced that TDF-L, the DBS satellite being produced under a Franco-German co-operation agreement, would be launched on July 7 1986.

1988 launch

More significantly, M. Fabius said that TDF-2, which would make the system fully operational, would be launched in 1988.

M. Fabius unveiled the plan in a letter to M. Jacques Poncioni, head of France's National Audiovisual Institute asking him to set up a new company to run the operation. The Government would hold a blocking minority in the new company which would be seeking private sector finance.

The formal decision by the French to go ahead with a two-satellite DBS system will increase pressure on the British not to be left behind, particularly as the French DBS broadcasts should be able to be picked up over most of the UK.

The British project, which groups the BBC, the ITV companies and five non-broadcasting organisations, still faces considerable uncertainty. The prospective operating consortium has asked Mr Leon Brittan, the Home Secretary, for permission to go to international tender for the satellite system.

It believes the 280m a year quoted by United Satellites, the UK satellite consortium is so high that it would make DBS uneconomic.

As Mr Brittan's response is awaited, the final decision on British DBS seems unlikely before the spring.

Uncertainties over DBS are also reflected in the prospects for cable television—the other major arm of the new media. In Britain more than a year after 11 pilot franchises were chosen to begin what was supposed to be a multi-channel cable television revolution, only one—Swindon—has begun and many of the others are having difficulty raising the necessary finance.

In Germany, despite government financial support, there is

a deep division on how cable should develop.

Governments of the Laender, or states, are split along party lines. The seven Christian Laender favour free competition while the Social Democratic Laender are anxious to protect the public service broadcasters.

France has the most ambitious cable plans of any European country with a FF130bn programme spread over 20 years. But here too there have been criticisms both of delays in legislation and policy decisions and of the high cost of fibre optic installation.

Mr Stuart Young, chairman of the BBC, seemed to sum up the present state of new multi-channel cable television in Europe at a conference last autumn when he described it as "a reluctant revolution."

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Industrial shakeout gathers momentum

Public switching systems

JASON CRISP

THERE IS one thing on which the world's telecommunications suppliers agree. There are too many companies offering digital public telephone exchanges, and there is no doubt that many of them have to withdraw from the field.

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Uncertainties over DBS are also reflected in the prospects for cable television—the other major arm of the new media. In Britain more than a year after 11 pilot franchises were chosen to begin what was supposed to be a multi-channel cable television revolution, only one—Swindon—has begun and many of the others are having difficulty raising the necessary finance.

In Germany, despite government financial support, there is

cooperation about which companies will remain as prime suppliers of telephone systems.

However, the shake-out in the industry is already underway. Last year, the Swiss abandoned an attempt to develop their own digital system and held an open tender. They have adopted System 12 from ITT Corp, the U.S.-owned multinational, and AXE from LM Ericsson of Sweden.

The problem is that the world demand for public telephone exchanges is not big enough to support the enormous investment in development costs. Today, it would probably cost over \$1bn to develop a new digital telephone system. In addition one leading manufacturer says it costs \$100m a year in research and development to keep the system up to date and competitive.

The consensus is that there will be no more than nine suppliers with three each in Europe, North America and Japan although some think it

could be even less. There is less agreement about which companies will remain as prime suppliers of telephone systems.

To the initial amazement of every industrialised nation has maintained a closed market for telecommunications switching equipment, which has the prerogative of the domestic supplier.

Fundamental changes

Two years ago Philips, the Dutch electricals giant, abandoned its attempt to develop a digital switching system after spending several hundred million dollars. Philips teamed up with American Telephone and Telegraph to form a joint venture which meant STC was no longer a partner in the System X project. BT announced it would seek an international tender for a significant part of its switching needs. BT is close to a conclusion in its evaluation of the three short-listed candidates, Thorn-Ericsson (a joint venture between Thorn EMI and LM Ericsson), Northern Telecom of Canada and Philips/AT&T.

Although no indication has been given of the size of the initial order it is likely to mean substantial further business as BT has indicated it would like to buy between 10 and 15 per cent of only having a single supplier.

Other countries which would not have dreams of even looking at another telephone system are now considering buying them. In West Germany the Bundespost has for the first time accepted two types of

telephone switch, the EWS-D from Siemens and System 12 from Standard Electric Lorenz, a subsidiary of ITT.

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The U.S. market is also in a state of turmoil as a result of the break-up of AT&T at the beginning of last year. The main suppliers in the U.S. have been AT&T itself and Northern Telecom, the high-flying Canadian telecommunications group. A number of other companies are now trying to expand business or break into the market by selling to the independent regional Bell operating companies. Companies involved in this market include General Telephone and Electronics, ITT, CIT-Alcatel, LM Ericsson, and Plessey through its U.S. subsidiary Stromberg-Carlson.

Business outside the Western world has always been competitive and is being spurred by the knowledge that there is a fight for survival in telecommunications switching. Cut price sales can be justified on the basis that it helps defray the development costs and is likely to mean follow-on orders. In addition there is a growing business in licensing for manufacture and installation and the establishment of local manufacturing—a vital ingredient in any export deal.

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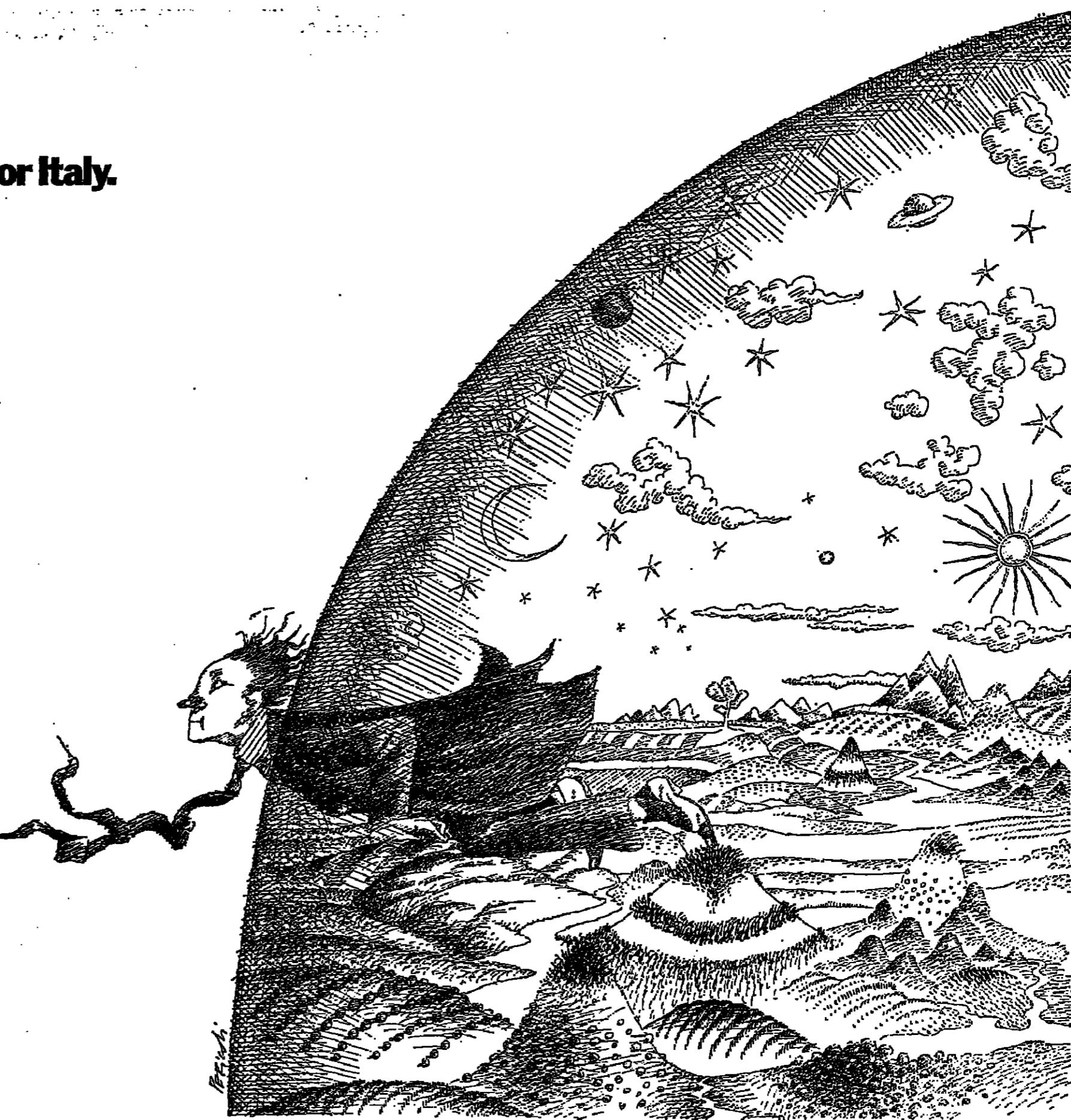
Italtel currently offers, in Italy and abroad, a family of digital exchanges comparable in both technology and performance to the world's most advanced products. These exchanges are exported abroad by Italcom, the Italtel-Gte-Telettra joint company, and have been recently selected to modernize the networks of Mozambique and Guatemala.

3. What is Italtel's future?

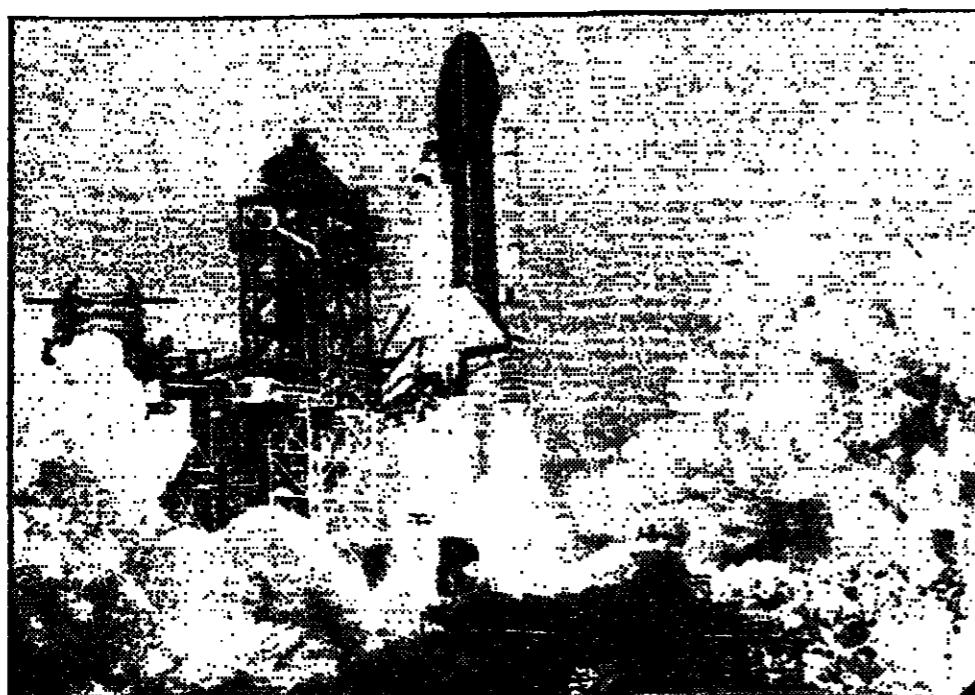
Italtel, the largest Italian manufacturing company in the telecommunications industry, has started to cooperate with its French counterpart, Cit Alcatel, to jointly develop some key parts for the digital exchanges of the Nineties: a first step towards the Europe of telecommunications.

For further information, write to: Italtel-Dre, Via A. di Tocqueville 13, 20154 Milano (Italy).

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Technological advances are opening up almost unlimited horizons of innovation and choice in the area of international telecommunications. Above: America's Space Shuttle roars away from the launch pad at Cape Canaveral. The project has greatly increased the scope for research in communication satellite technology

Upheavals worldwide

CONTINUED FROM PAGE 1

BT itself has adapted to the market. Japan also appears set on controlling access to its market once it is deregulated.

To a large extent, this reluctance stems from industrial policy considerations. In the UK, particularly, the government's initial enthusiasm for the virtues of uncontrolled competition was quickly tempered by concern that its market would be overwhelmed by foreign entrants which would sweep aside the domestic industry.

In continental Europe, the picture is complex and confused. There have been tentative movements in several countries towards a relaxation of monopoly rules over apparatus and services, though none is yet considering introducing competition in public networks, as the UK has done by licensing Mercury Communications.

There have also been discussions, both bilaterally and at EEC level, about proposals for closer European industrial collaboration, the harmonisa-

tion of technical standards and reciprocal procurement. How far and how fast progress will be made on these fronts remains uncertain, however.

A number of European telecommunications monopolies (PTTs) still seem to believe that they can minimise the impact of the upheavals elsewhere in the world by insulating their national markets. While this may well be true in the near-term, it is questionable how long it will hold good in an industry whose technology increasingly ignores national frontiers.

Perpetuating such policies will also keep European markets fragmented, when the survival of European telecommunications manufacturers requires economies of scale far larger than their home markets can provide.

Of all the pressures for change, perhaps the most powerful is the increasingly dynamic inter-relationship between communications and the rest of the economy. The availability of efficient, flexible and technologically advanced communications facilities is closely linked to fundamental changes in the

structure and operations of industries as diverse as banking and financial services, broadcasting and manufacturing.

Communications and the needs of the customers which it serves feed off each other.

In the U.S. large corporate users are already taking charge of their own communication operations, rather than relying on carriers such as AT&T, further muddying the distinctions between once separate industries.

Few other countries yet permit such freedom. But it does seem that information flows and the means by which they are transmitted are becoming fused together. For much of the past century, progress in telecommunications was determined largely by the technical ingenuity of the suppliers.

Today, as technological advances open up almost unlimited horizons of innovation and choice, the needs of users are becoming an increasingly decisive factor in the industry's future development. To turn Marshall McLuhan's celebrated phrase around, the message is becoming the medium.

Of that sample, 77 per cent were anxious to be able to receive information held on mainframe databases. 71 per cent wanted to be able to communicate with

TELECOMMUNICATIONS has been a spur to productivity in the office since the invention of telephony. In the modern office, however, shaped by the convergence of computing, telecommunications and office systems, it takes on an importance far beyond its traditional function of distributing voice, telex and telegraphic messages.

Using as their common currency the binary code, the language of computers and computing, telecommunications networks are able to distribute, store and recall voice messages, facsimile images, video images, data and text.

Manufacturers are starting to launch desktop devices—integrated workstations—designed to take advantage of the new potential.

In the U.S. and now in Europe, for example, Northern Telecom has been selling the "Displayphone"—a combination of data terminal and telephone which enables an executive to conduct a "hands-free" telephone conversation, examining information held on a private or public database or send a letter by electronic mail.

Two months ago in Britain, ICL launched its "One-Desk," a multifunction workstation designed for executive telephony by electronic mail.

It featured advanced telephony—hands-free operation, last number recall, on-line directories and so on, together with considerable computing power—word processing, spreadsheet and database software.

It was modelled to some extent on the Sinclair QL microcomputer, and so some might argue against its use of Sinclair's idiosyncratic "micro-drive" storage units, but nevertheless it is one of the first desktop units to combine voice telephony and computing in a single package.

To give an idea of the way things are going, the Grid "Compass" portable computer, one of the best but also the most expensive of the lap machines, can be supplied fitted with a telephone handset.

Frost and Sullivan, the New York-based market consultancy, recently carried out a survey among potential users of integrated workstations; it found that 62 per cent of its sample wanted an executive workstation tied into the telephone network.

This is called an integrated services digital network (ISDN)—existing networks may transmit information in digital form from switchboard to switchboard—the long hope—but the local loops from handset to

Automation in the office

ALAN CANE

Other managers or professionals and 53 per cent wanted to be able to make contact through their workstations with people who reported to them.

But true executive workstations do not exist at present except in prototype form—cannot exist, in fact, until national telecommunications networks become all-digital.

The three workstations already described use separate exchange lines to transmit and receive data and voice or are able only to handle voice or data at any one time, chiefly because of the deficiencies of telecommunications systems as they exist today.

The ideal would be a telecommunications network worldwide operating only in digital fashion, but that is some way yet.

Contrasts

Conventional voice telephony operates in analogue fashion—voice and data is represented by an electrical signal which varies continuously.

In a digital network, on the other hand, all information is represented by discrete pulses of electricity and clever timing controls have been established so that a number of different kinds of messages can be transmitted simultaneously and unscrambled according to the time they arrive at the receiving end.

This is called an integrated services digital network (ISDN)—existing networks may transmit information in digital form from switchboard to switchboard—the long hope—but the local loops from handset to



In the UK, a Mercury trunk microwave link connects Birmingham with London. This is being supplemented by the first phase of Mercury's optical fibre trunk network. Trunk line equipment and local distribution equipment are sited on Alpha Tower, with direct line of sight across the City of London.

the need to carry around a portable computer terminal.

After a slow start, electronic mail seems likely to become an important part of office automation. Voice mail, however, offers a cheaper approach which is just as useful in many cases.

Such a system converts messages into digital form and stores them in a computer memory. The recipient simply dials into the database to have the message relayed in voice form.

Video teleconferencing—the transmission of either full video or "compressed" images and local area networks (LANs) which allow fast, efficient and economical transmission of data from workstation to workstation are among the techniques which are being used increasingly to satisfy the majority of office workers who want their office technology to help them make better contact with their colleagues.

Viewdata is another technology using conventional telecommunications that has a role in the future office.

But the real key to the future is ISDN: for the world's telecommunications authorities, the principal challenge is how quickly and how well they can establish and commission these advanced networks.



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FINANCIAL TIMES
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Communications in the UK -The Challenge of Choice

Hotel Inter-Continental, London
24 & 25 April 1985

A date for your diary — The Financial Times high-level meeting on Communications in the UK to be held in London on 24 & 25 April, 1985. This conference is designed for directors and managers who are considering how their companies will adapt to the challenge of wider choice in communications. The presentations will aim to give guidance on some of the questions which need to be considered:

- * Is the technology at a stage where it can practically be applied?
- * What are the criteria to adopt in budgeting for new products?
- * What are the management implications, the changes in internal relationships and ultimately to the very business?

This meeting will coincide with Industrial and Trade Fairs Communications exhibition at the Earls Court Exhibition Centre, London. The sponsors believe this conference will provide a valuable opportunity for senior management to debate and exchange views on the challenges of wider choice and to generate a background of understanding of current trends against which the exhibition itself can be viewed.

Communications in the UK -The Challenge of Choice

Please send me further details of
"Communications in the UK" conference.

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